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WHAT ACHIEVERS READ™

GEN Z

ENTREPRENEUR MAYA PENN ON SUSTAINABLE FASHION

IN THE ZONE

PUT DISTRACTIONS ASIDE TO ACHIEVE YOUR GOALS

Jairek Robbins

PUTS THE FOCUS ON COMMUNITY

HOW TO SCALE

THE CREATOR OF AN AWARD-WINNING APP LEVELS UP

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JAIREK ROBBINS ON THE CONSEQUENCES OF GOING IT ALONE AND THE IMPORTANCE OF COMMUNITY.

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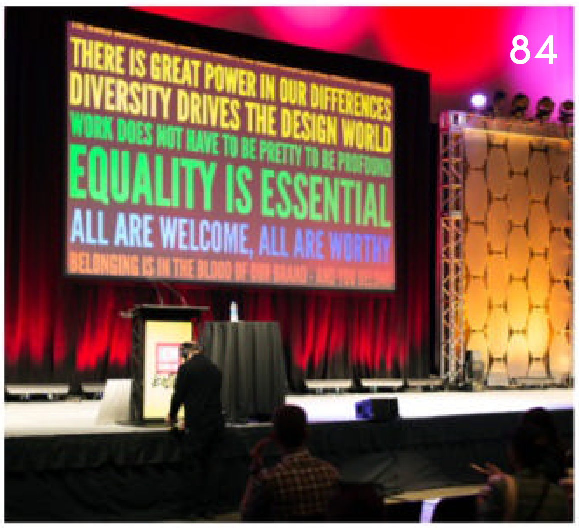
THERE IS GREAT POWER IN OUR DIFFERENCES
DIVERSITY DRIVES THE DESIGN WORLD
WORK DOES NOT HAVE TO BE PRETTY TO BE PROFOUND
EQUALITY IS ESSENTIAL
ALL ARE WELCOME, ALL ARE WORTHY
BELONGING IS IN THE BLOOD OF OUR BRAND

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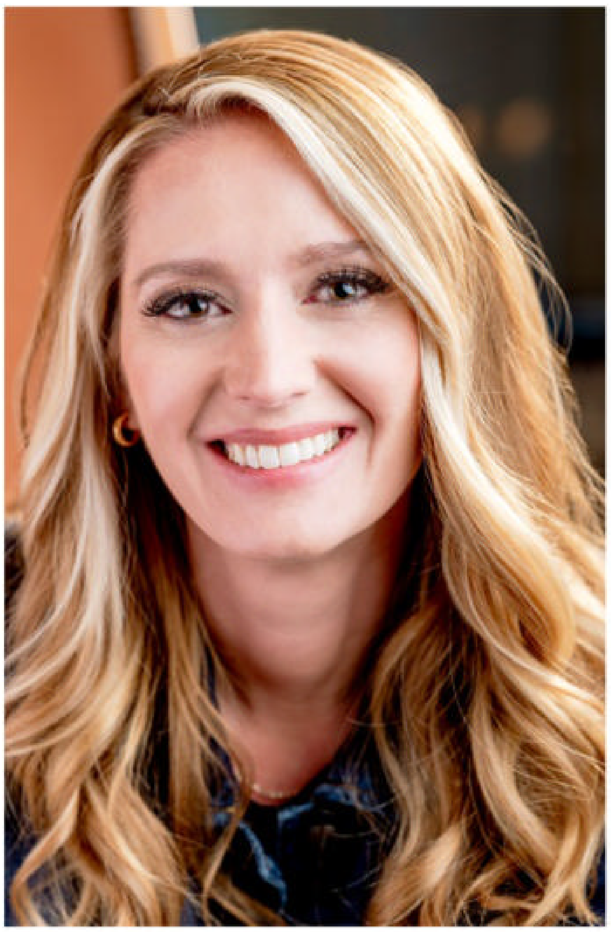

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FROM OUR CEO

It's Time to 'L.I.V.E.'

ALIVE ON THE OTHER SIDE OF BURNOUT, I'M HERE TO SAY: YOU CHOOSE YOUR FOCUS EVERY SINGLE DAY.

Every day, I wake up and ask myself, "In a space of gratitude, what does this day look like?"

This kind of focus is not easy, and it is not achieved without plenty of effort.

For me, focus used to be task-oriented. I felt the need to be all things to all people. We've all been there. The problem is, this leads to a life of reaction where we respond to the urgent need of each moment. It leaves us no time to do the deep work. Each day is a series of reactions to the time, the place, the day, the meeting. Inevitably, we race to meet deadlines, while accomplishing less and battling a vague sense that we're missing something.

Because we aren't riding our own journey.

I faced this problem a few years back. I recall the exact day with clarity: I was underwater at work. My husband called and asked if I was coming home. "I just need 10 minutes," I said. He offered to make dinner. I kept pushing him off: "I'll get it; I'll take care of it." I refused help, unable to lay down the demands of the moment and the endless checklists of everyone else's needs and wants.

The realization swept over me: My work wasn't feeding me. I was not being a good parent, a good wife, a good friend.

I wasn't showing up the way I wanted to.

That day, I decided to journal. I started listing all of the things in my day that made me feel alive, like I was living in my purpose and contributing to the world. I did this consistently for about eight weeks and then reflected on what the clear themes were.

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I went to the dry-erase board in my office and wrote the following:

LEADING:
When I'm leading or being effectively led, I catch a vision and feel full.

INSPIRED:
Whether I'm inspiring someone else or being inspired myself, I feel whole.

VALUE:
When I'm giving or receiving value, I feel fulfilled.

EMPATHIZE:
When I am giving or receiving empathy, I feel my purpose.

Once I stepped back, I realized I had defined what it means, for me, to L.I.V.E.

This simple acronym has become a barometer for me. If at any point in the day I am feeling out of focus, I can immediately move into empathy, find value, seek inspiration or provide leadership. These are immediate remedies for my lack of focus and practicing them has shifted me from reactive to proactive.

Many leaders think focus is a result of delegation. But I think the best focus comes when you have accurately identified the things that fill your heart and soul and generate authentic gratitude within you. These are the things that make you feel alive.

Nowadays, I am unafraid to time block, to say yes or no. I know the time I need to invest in the areas of my life that affirm to me that I am in the right place doing the right things.

Like success, focus isn't a destination; it's a practice that must be exercised and a continuous effort that keeps us grounded and grateful.

Amy Somerville

Amy Somerville
CEO of SUCCESS Enterprises

All Things Are Possible

"You can achieve anything you set your mind to."

This was the last line of a letter my dad wrote to me for a project spearheaded by my third-grade teacher. It was also a defining moment where I was introduced to the concept of success and, more importantly, that it was possible for me. After reading those words, I walked with more confidence on the playground, began sharing my opinions more boldly in the classroom and didn't let "no" deter me from reaching my goals (including landing a spot as the lead in our school play).

Fast forward 25 years, playgrounds and classrooms have turned into meeting rooms and goals have expanded from landing a spot in the play to purchasing a home. Each has served up respective challenges. Yet, when life gets bumpy or my confidence wanes, my dad's words serve as fuel. They put any fears at bay and reaffirm a truth I hold strongly to: All things are possible.

It's a truth I've seen play out over and over again beginning with my parents. Their move from Madagascar to the United States in the 1980s took bravery, faith and an unshakeable belief that they could do it. It's also a core belief to the hundreds of entrepreneurs and small business owners I've interviewed and interacted with throughout my career.

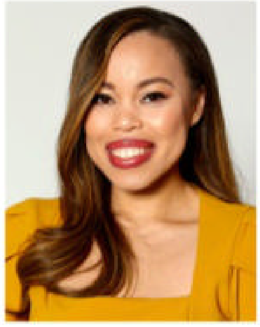
For people including the small home medical equipment providers who have kept their doors open in the thick of disruption to the real estate agents who've secured listings amid a shortage, "all things are possible" has become a grounding refrain.

And thank goodness it has.

Thank goodness for entrepreneurs who keep pushing, business owners who keep innovating and employees who keep executing. Their efforts not only deliver programs, products and solutions to the pressing issues of the world but also serve as affirmations to others to keep going.

As I step into the editor-in-chief role at *SUCCESS*, I am humbled to work with a team that is dedicated to bringing these rich stories to life and providing blueprints for success.

Like my dad, I believe that all things are possible and am honored to be your guide along the journey to whatever success looks like to you.



Lalaina Rabary

Lalaina Rabary
Editor-in-Chief

Thoughts on the new issue or anything you see inside it?
✉ *Reach me by contacting editor@success.com.*

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SOCIAL BUZZ

"Appreciate this story on how strength, courage, resolve and resilience can keep us moving forward even during the worst of times.😎"

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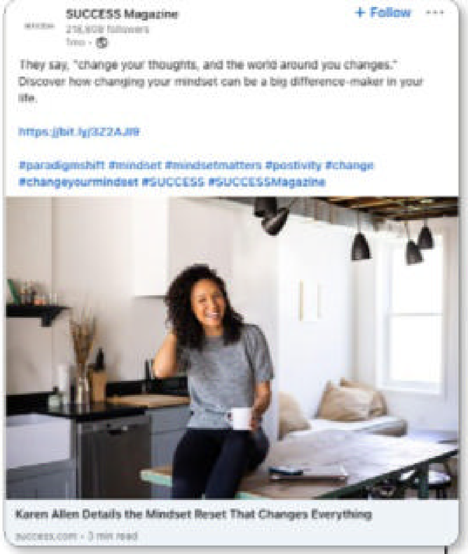
EDITOR'S NOTE *For more from Karen Allen, listen to* In The Details with Karen Allen *on the SUCCESS Podcast Network.*



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Karen Allen Details the Mindset Reset That Changes Everything

success.com • 3 min read

"Hi Matt, I just came across your Blue Skies *article in* SUCCESS *magazine. The article was about loneliness and finding social health with friends and like-minded groups. I enjoyed the article so much and am blown away by Fred "Honey Pot" Williams.*

A small group of friends and I just completed a small hike and overnight stay in the Smokey Mountains. We also just completed a 13-mile kayak trip on the Caney Fork River. With those two trips, we grew closer, stronger and felt more connected with life and each other.

I am trying to find this article online so I can share it with a group text I'm in with my small group. Is there any way you could point me in the right direction? Thank you for your help and also your articles you write.

—CHAD SCOTT

EDITOR'S NOTE *All articles from our March/April issue (including* Blue Skies *by Matt Crossman) are available online at success.com.*

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SOFT LAUNCH

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22 FUTURE OF WORK
26 ESSAY
30 HEALTH

> *"Through the journaling process, I learned to trust myself. I gained a deeper understanding of myself, which led to a greater level of confidence in who I am."*
>
> **READ MORE | PAGE 18**

WENDY K YALOM/COURTESY SHARI LEID

New & Noteworthy

75 *women*

have gone into space as of March 2022, according to NASA. Jessica Watkins, the first Black woman to live in space for an extended period of time, and Nicole Mann, the first Native American woman in space, both made history in 2022. They follow in the footsteps of other notable firsts, including Sally Ride, who became the first American woman (and third woman overall, preceded by two Soviet women) to go to space in1983.

Jessica Watkins

Supporting Black Mothers

San Francisco Department of Public Health's Abundant Birth Project received $5 million in state funding to expand services throughout California in 2023. Research has shown that racism and related socioeconomic inequities are key factors contributing to poor maternal and infant health outcomes. Previously having served 150 Black and Pacific Islander recipients, the program will now provide an additional 425 Black mothers and birthing parents "with monthly incomes of $600 to $1,000 for 12 months," according to the City and County of San Francisco.

MAY 14 **May 14 is Mother's Day.**

Paid parental leave has increased in New York, Chicago and Washington, D.C.

Parental leave increased to 12 weeks in both Chicago and D.C., and New York is offering 12 weeks of paid leave at 67% of their average weekly wage for new parents or individuals who need to help care for loved ones.

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71% of employees believe their employers are increasing focus on mental health, according to the American Psychological Association's 2022 Work and Well-being Survey. However, in a similar study by Headspace Health, **only 25% say that focus was sustained throughout 2022.** Mental health care is gaining more attention as the demand for mental health resources grows, and employees are beginning to show more concern about the support employers are willing to offer.

MAY 1-31 **May is Mental Health Awareness Month.**

Museums, Sustainability and Well-Being is this year's International Museum Day theme, as chosen by the International Council of Museums. Originally founded in 1946, the nongovernmental organization exists in over 138 countries and serves to establish professional and ethical museum standards and raise public cultural awareness.

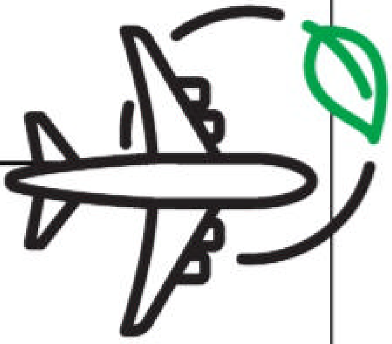
MAY 18 **May 18 is International Museum Day.**

1978 was the year Gilbert Baker designed the original eight-color pride flag, which first flew in June of the same year at the San Francisco Gay Freedom Day Parade. Forty years later, in 2018, Daniel Quasar designed the most recent pride flag, the "Progress Pride" flag, which combines the updated six-color pride flag with colors representing trans individuals, people of color, those living with HIV/AIDS and deceased members of the LGBTQ+ community.

JUNE 1-30 **June is Pride Month.**

55% of unicorn companies (startups with a minimum value of $1 billion) in the U.S. were founded by immigrants, and 64% were founded or co-founded by immigrants or their children, according to the National Foundation for American Policy.

JUNE 1-30 **June is Immigrant Heritage Month.**



SUSTAINABLE TRAVEL has become more of a concern in business and buying decisions and is affecting people's travel plans. According to The Vacationer's Summer 2022 Travel Survey, environmentally friendly travel was "very important" or "somewhat important" to over 87% of respondents, and nearly 30% planned to make more sustainable travel decisions even if it inconvenienced them.

$2.9 MILLION+ was raised by the Children of Fallen Patriots, a nonprofit supporting children who have lost a parent in the line of duty, at its second annual New York City Gala, in 2022. Proceeds helped provide college scholarships and educational counseling. The third annual gala will take place May 24.

MAY 29 **May 29 is Memorial Day.**

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Kevin Yu

The founder of SideChef grows his business with a recipe that calls for creativity, passion and focus.

BY **ALISON BONAGURO**

Everybody has a kitchen. But are they actually using it?

When Kevin Yu discovered that many people weren't making their own meals in their own kitchens, he set out to change that. With a background in tech—and the haunting memory of one disastrous Valentine's Day dinner of strawberry spinach salad, mushroom soup and seafood pasta—Yu realized there was an opportunity to create a brand that could become the heart of the heart of the home.

Yu started SideChef in 2013. The app, which offers interactive recipes featuring hands-free voice commands, step-by-step photos and built-in timers, has become an award-winning home-cooking platform, recently featured on *Inc.* 5000's list of fastest-growing companies, named a favorite cooking app by the *New York Times* and touted as one of the best apps of 2017 by Google Play. SideChef currently has more than 13.5 million users and brought in $1.5 million in revenue in 2021.

Yu himself is now a three-time TEDx speaker on vision-driven design. He's partnered with brands including Walmart, Amazon, LG, GE Appliances, Google, Samsung and Sharp and brought in influencers ranging from Michelin-starred chefs to popular foodies.

Yu sat down with *SUCCESS* to talk about the brand's origin story and how he's built his business by constantly adding more assets to SideChef.

SUCCESS: **Let's talk first about the dinner fail that fueled your passion to make cooking at home less of a disaster.**

Kevin Yu: Well, my background is very much not in food. So about 10 years ago, I wanted to make a nice dinner for my girlfriend at the time. I was trying to use a recipe from YouTube, another one from a website and then another one from a blog. The worst part, and what made it so complicated, was that I was trying to make everything at the same time. And timing is everything in cooking. So the thought came to me: *How come there isn't cooking guidance like there is for driving?*

COURTESY SIDECHEF

> “AS YOU GROW UP, YOU FIND PEOPLE IN YOUR LIFE WHO GIVE YOU VALIDATION ABOUT WHO YOU ARE AND WHAT YOU’RE DOING. THOSE ARE THE STEPPING STONES YOU BUILD UP TO GIVE YOU CONFIDENCE AS YOU FACE ADVERSITY.”

Say I gave you gas money, a car and Google Maps and told you that you could drive from San Francisco to New York. You’d eventually get there, and there is confidence in that. I wanted to give people that same confidence to get through a dish.

S: Is that what happened?
KY: We immediately had a huge success rate: 95% of people could make any dish they’d never seen before, as long as they followed the step-by-step instructions.

S: How did you continue to build from there?
KY: We knew that people weren’t cooking as often as they could, because so many things made it difficult for them: planning the meal, getting groceries, figuring out what dishes go together and more. That was why they weren’t cooking. Our idea was to solve all of those problems with one click.

S: And how has SideChef evolved since its inception?
KY: The entrepreneurial experience is not a straight line. In 2014, we built the app. In 2016, we realized that even though we had an award-winning app, it was hard to monetize that. We wouldn’t survive without that. So, we pivoted our business model toward smart kitchen appliances until we became a kitchen operating system. Today, we work with most of the top 10 kitchen appliance manufacturers. In 2018, we saw the rise of voice assistance. So everything just continued to change toward a guided kitchen experience.

S: Where did you go from there, and what’s next?
KY: The latest chapter is working with most of the top consumer packaged goods brands. How do they take their brands and contextually offer them as solutions to problems? The SideChef recipe leads you to the products, and you add them to your cart in seconds. It’s a unified experience. That allows us to monetize our idea with different groups in different ways, because food is such a fragmented industry.

S: With technology advancing so rapidly, how do you keep your competitive edge?
KY: People have asked us who our competitors are, but it’s hard to say. Maybe recipe sites, maybe smart kitchen companies, maybe food delivery apps? We’ve become unique because we’re the only one-stop destination for all of those components. That path became our competitive edge. Our mission from the beginning was to allow anybody to be able to cook. And chasing after that has evolved, but it’s always been about being the single destination—like Netflix, Spotify, Uber. Solving “What’s for dinner?” has never had that until now. Every house has a kitchen, but not everyone cooks at home.

S: What lessons did you learn growing up that you still lean on today?
KY: I grew up in a Chinese immigrant family, and my parents wanted me to be a doctor, a lawyer or an engineer. Very clichéd. So, I was kind of the black sheep, because I was following different pursuits, and I had to learn to be comfortable in my own skin. But as you grow up, you find people in your life who give you validation about who you are and what you’re doing. Those are the stepping stones you build up to give you confidence as you face adversity. And that helps you make your own way.

S: With life’s daily distractions, how do you keep focus at work and at home?
KY: Focus is so important on the company level, but I try to understand it within myself first—figuring out how I stay focused and then how can I apply that on a macro level. It’s a combination of the people and the plan, but a plan that can change. You need to know—and I share this with our team and our investors—that somebody will build the Netflix of food. It might as well be us, because we are in the lead. ◆

This conversation has been edited for length and clarity.

BONAGURO IS A JOURNALIST WHO LOVES TO MAKE ELABORATE MEALS, ESPECIALLY WHEN SHE HAS AN APP TELLING HER EXACTLY WHAT TO DO.

COURTESY SIDECHEF

Coming Into Focus

WHEN YOUR WORLD FEELS CHAOTIC, FOLLOW THESE 3 RULES TO FIND A WAY FORWARD.

BY **NICK SANTONASTASSO**

I know a thing or two about having to focus and work hard to achieve extraordinary things. So does anyone whose life has been difficult or outside the norm.

The key is creating order. It is imperative to focus on what you want to do and who you want to be. This is especially true when the world outside is chaotic. And when I need to focus, I follow one overarching principle: Control the controllables.

It's simple in theory but challenging in practice, so I follow three strategies to help me focus when I most need to.

1. LEAN INTO GRATITUDE.

Every day, you have the choice to accept or reject thought patterns that pull your attention to what you've lost or what you lack. I have found that those thought patterns can result in major insecurity that hampers your ability to move forward. People who continuously train themselves to think about what they *do* have won't be so affected when the world outside is in flux.

2. MAKE PEACE WITH WHAT YOU CAN'T CONTROL.

This is the heart of your controllables. A lot of us spend hours of our day imagining scenarios where we're superhuman: What if we could just have that conversation or get that person to do what we want them to? This is a waste of valuable time, dwelling on things that we can't control.

3. EVALUATE YOURSELF.

Do I spend most of my time focusing on the past, the present or the future? There is no right or wrong answer, but most people will identify a dominant timeline they tend to entertain. You can beat yourself up about the past, be restless in the present and panic about the future. But I've found that lingering too long in any of these spheres can result in an unhealthy balance, or even obsession, that keeps you from thriving in every season of life.

Anxiety and stress are always there if you want them. So are certainty and peace. There will always be distractions that pull you away from your purpose. But you can make a conscious choice to return to it and maintain your focus.

So, learn to control your controllables. Practice these three strategies.

THERE WILL ALWAYS BE DISTRACTIONS THAT PULL YOU AWAY FROM YOUR PURPOSE.

Perhaps most importantly, surround yourself with people who encourage you to live out your purpose.

You can make a conscious choice to return to your purpose—your why—in every uncertain time.

Your business leaders or partners may have market news on blast and wring their hands over endless unknowns. You may not be able to change your environment or the people you work with. What you can do is create order. Then, when you encounter chaos at the office or in your career, you'll be better equipped to face it. ◆

SANTONASTASSO IS AN AUTHOR AND MOTIVATIONAL SPEAKER.

COURTESY OF NICK SANTONASTASSO

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The Power of Journaling

AUTHOR SHARI LEID EXPLAINS HER 9 TYPES OF JOURNALING AND HOW TO GET STARTED.

BY **IONA BRANNON**

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A journal is a simple yet powerful thing. Regularly reflecting on paper can bring clarity and insight into our own minds and lives.

Research has shown that regular journaling can improve cognitive function, reduce stress and anxiety, and even boost the immune system. Shari Leid, author of *The Friendship Series*, experienced its powers firsthand when she was diagnosed with breast cancer in 2017.

"Through the journaling process, I learned to trust myself. I gained a deeper understanding of myself, which led to a greater level of confidence in who I am," Leid says.

Leid used journaling as a way to process her own experience and sustain confidence in the future. She has since made it her mission to help others do the same. *The Friendship Series* not only details the process of maintaining these close relationships but provides journaling prompts to help readers immerse themselves in the lessons and stories.

BOOSTING HEALTH

The impact of journaling goes beyond Leid's personal experiences; it's been highly documented as a tool for boosting mental and physical health.

A 2020 study published in *The Permanente Journal* found that when patients, their families and their health care practitioners completed three-minute journaling exercises together, the stress levels of all parties decreased and communication improved. A 2013 study published in the *Journal of Affective Disorders* found that regular journaling can reduce symptoms of depression; in the study, individuals with major depressive disorder who journaled 20 minutes a day experienced a significant decrease in symptoms compared to those who did not journal.

Journaling can also have physical health benefits. Multiple studies have shown that the act of writing offers a number of physical benefits, from helping improve the healing process after surgery to reducing the levels of cortisol (a stress hormone) in the body. In fact, a 2013 study in *Psychosomatic Medicine* found that a greater number of adults who journaled for three consecutive days before a biopsy healed more quickly in comparison to a control group who did not journal.

BUILDING EASY HABITS

Although journaling has many benefits, it can be hard to stick to for many people. "The key," Leid says, "is to find something that works for you."

Leid emphasizes creating an easy routine that's doable for 66 days. "Journaling needs to be a habit," she says. And it takes 66 days to form a habit, according to a 2009 study in the *European Journal of Social Psychology.*

That means finding a time and place that's convenient and comfortable; for some, this may be first thing in the morning, while for others it may be before bed. The right journaling method is also key. Because different people process their thoughts and emotions in different ways, Leid outlines nine different types of journaling people can try.

"If you find out after a week that you drop the ball, that's OK," she says. "Try a different method. We're different in the way we process things."

With these different methods, Leid says the key factor is the reflection piece.

"When you take the time to intentionally think about what your thoughts are and how you're feeling, you start to understand what makes you unique," she says. "Getting to know ourselves better through this simple process opens up so many different avenues." ◆

SHARI LEID'S 9 TYPES OF JOURNALING

THE AUTHOR SUGGESTS THESE DIFFERENT JOURNALING OPTIONS.

1 THE TRADITIONALIST

Tool: notebook

Method: Throughout the day, take handwritten notes about what's happening and how you feel about it. You can write whatever comes to mind without a theme or specific agenda.

2 THE SCHEDULER

Tool: calendar

Method: Write just a sentence or two in every calendar day's box. This is good for those who need a visual reminder to journal. It also allows you to step back and see the bigger patterns of your journaling over the month and, eventually, year.

3 THE VIDEOGRAPHER

Tool: phone or video camera

Method: Create a video diary to talk through a problem or your thoughts on the day. The videos are not necessarily to share with others but just to have for yourself to look back on. They can be stored on your phone or saved in a personal cloud storage account, such as Google Drive. At the end of the month, you can string them together for another opportunity to reflect. These are great for those who find it hard to write and prefer to process verbally.

4 THE LISTMAKER

Tool: lists

Method: List your top five takeaways, goals or even fears of the day—or design your own prompts. This is a quick way to get in touch with yourself.

5 THE IMPROVISOR

Tool: prompts, like for an improv show

Method: Look up journaling prompts that get your mind thinking. This method is especially useful for those who don't know where to start or what to write.

6 THE POSITIVE MINDSET SEEKER

Tool: notebook

Method: List the things you're grateful for in your life. For a bonus challenge, Leid recommends trying not to repeat gratitudes throughout the year and then restarting the following year.

7 THE PHOTOGRAPHER

Tool: phone or camera

Method: Use photographs to capture your day in a meaningful way. This allows you to reflect on what you're experiencing and why you'd like to photograph it. As with the Videographer method, photos can be saved to a personal cloud storage platform.

8 THE SOCIAL MEDIA ADDICT

Tool: social media

Method: Create a private or public account and create little entries about your day. This works best if social accountability keeps you motivated.

9 THE DEAR GOD, IT'S ME, MARGARET

Tool: diary

Method: Use the old-fashioned journaling method of writing to your diary as if it's your old friend or confidante.

BRANNON IS A FREELANCE JOURNALIST WITH INSATIABLE CURIOSITY.

Focus Time

FROM BREATHING EXERCISES TO SOLO WORK MEETINGS, HERE'S HOW 5 EXPERTS GET IN THE ZONE.

Taking the time to pause and do intentional breathing exercises has been a game-changer for me. Whenever I need to get focused, I practice box breathing for a few minutes, and all the distracting thoughts, the endless to-do lists, the what-ifs that cause me to worry just disappear. To practice box breathing, you inhale for a count of four, hold your breath for a count of four, exhale for a count of four, and hold your breath again for a count of four. Repeat this cycle for at least four rounds, and watch your productivity go through the roof!

—ZEE CLARKE
Author of Black People Breathe*;*
mindfulness and breathwork expert;
DEI consultant

> **I SCHEDULE A MEETING WITH MYSELF, ON THE CALENDAR, WITH THE TOPIC I MUST ACHIEVE, BEING AS SPECIFIC AS POSSIBLE."**
>
> **—AMIR ORAD**

Much of my work helps people alleviate confusion and focus on what matters, so this is something I consider often. I journal and chunk work into manageable loads. Letting go of scattered thoughts by releasing them onto paper through free-flow writing helps [clear my mind], and I'm better able to organize and prioritize discrete tasks. If I still feel resistance, I pick one item and work on it for 10 minutes, which is short enough to feel manageable but long enough to build momentum and get into [a] flow. Overcoming this small hurdle usually turns into a long run of focused, deep work.

—ALI BANDIER
Family wellness consultant, MS, RD, CDN;
founder of Senta Health

My No. 1 trick for getting focused is a simple and very effective one: I schedule a meeting with myself, on the calendar, with the topic I must achieve, being as specific as possible. This secures the time and gives me direction on exactly when and where and what to work on. It also helps my colleagues see what is mandatory for me that day so they can work around it.

—AMIR ORAD
CEO of Sisense

Like many, I often feel stressed about my to-do list, which can lead me to get distracted or avoid it altogether. Here's what I do when that happens: First, I pick the task that must get done immediately. Second, I assign myself a time slot and limit to complete the work. Then, I offer myself a reward for crossing the finish line—e.g., an evening of TV, or ordering in food, or anything (reasonable!) that'll make my heart sing. And finally, when I complete the task, I give myself both the reward and some love. Because I deserve it!

—RITU BHASIN
Inclusion and leadership expert;
belonging advocate;
author of The Authenticity Principle*;*
CEO and founder of bhasin consulting inc.

Spontaneous meditations. I just sit, or stand, and breathe. Sometimes, it's the Navy SEALs' box breathing technique. Other times, it's just noting where my head and heart are. This practice gives me time to realize what's within my control and what's outside of it. Then, I can cut down on distractions [with the help of] questions like: Does this nurture me, my people and my company? Afterward, I take note of how my focus, presence and workflow change. But if that doesn't work, then there's always spontaneous dancing.

—JENN LIM
Bestselling author of Beyond Happiness*;*
CEO and co-founder of Delivering Happiness

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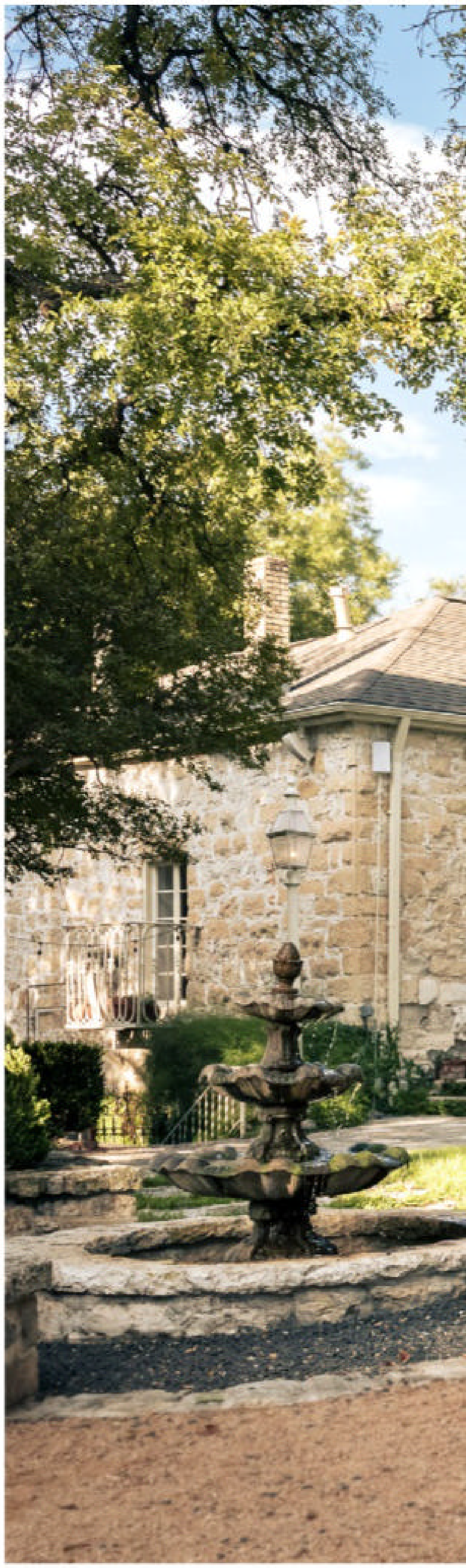

Home Office

A 181-YEAR-OLD HOUSE IN CENTRAL TEXAS WAS TRANSFORMED INTO THE ULTIMATE COLLABORATIVE WORKSPACE.

BY **ALEXANDRA FROST**

While many companies have focused on moving work-from-home employees "back to work," Millbrook Companies—which comprises three marketing and communication firms in Austin, Texas—took a different approach. Instead of finding a traditional office building as its headquarters, with cubicles and watercoolers, boardrooms and corner offices, Millbrook's leaders went on a mission to find the perfect space to encapsulate what hybrid work really means.

Millbrook CEO Darius Fisher and COO Jesse Boskoff collaborated with husband-and-wife design team Chris McCray and Grace Hall of McCray & Co., an Austin-based design studio, to construct a "home away from home." The team undertook the full renovation of a 181-year-old house and its surrounding property (formerly known as the Bouldin Estate) in a secluded, lush area in central Austin. The resulting Millbrook campus now includes five buildings, two pickleball courts, a soundproof booth for podcasting, a fountain and numerous gardens and outdoor work spaces.

This "home-away-from-home" concept offers a way for employers to recreate the comforts of home while encouraging collaboration in shared work spaces. Millbrook's Austin-based employees, around 60 people, have the option to make their own hybrid schedules, coming and going from the historic property for in-person meetings or working from home as they please. In addition, the new headquarters serves as a frequently used collaboration space for out-of-town employees

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and large company gatherings. For those visitors, and the daily employees, the designers set out to make in-office time much more enjoyable, engaging and collaborative.

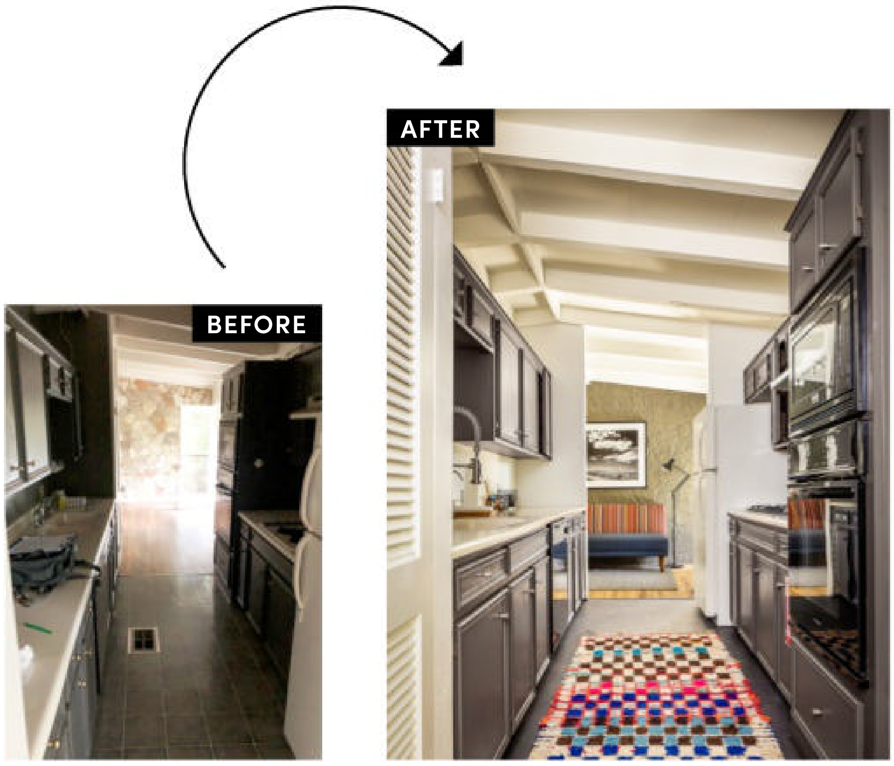
BRIDGING WORK AND HOME

When the designers and Millbrook company leaders sought the perfect space to carry their firms into the next decades, McCray says they wanted to improve upon the traditional dot-com model, "where you've got a big play area; big, great area; big, open feel; lots of pingpong and games and things that we saw were a big movement for Facebook and a lot of those companies."

Instead, they looked toward bringing nature to employees, both inside and outside.

"When I saw Millbrook… it was just completely magical," McCray says of the property, which is located near a ravine and surrounded by vegetation. It seemed to answer the question many leaders have raised about how to draw employees back into the work environment. "We've gotten very comfortable working from our homes and not having to get dressed up in a certain way or get in our cars and be in traffic," McCray says. "There's a lot of negativity about going back to work."

So, Millbrook opted for a residential feel with personal comforts over edgier environments that might feature, for example, video games and snack food. For instance, employees' dogs are welcome in Millbrook. So are sweatpants. The space allows for privacy, with areas for people to "peel off" and take phone calls or do independent work, and collaboration, with larger areas for coming together.



BUILD IT AND THEY WILL COME

Acquiring the space was a feat in itself, Hall says. The renovation began with painting every wall white so they had a blank canvas. But before they could think about decorating, they had to navigate antiquated plumbing and a number of upgrades to make the property ADA-compliant while respecting the historic nature of the property.

Fisher wanted each room to have a different vibe, to accommodate different tasks and moods throughout a workday. They installed standing desks, comfy sofas, a homey but spacious kitchen for gathering over a sandwich, and a large meeting room with a variety of seating that holds up to 40 people. There are private bathrooms where you can shower after playing on one of the two pickleball courts.

“The difference between Millbrook and the big office campuses we’ve come to associate with huge tech companies comes down to scale and style,” Fisher says. “Millbrook is 1.3 acres of gardens, fountains, pickleball courts and five buildings built with wrought iron, stone and millwork dating back to the mid-1800s, giving the property a lush and lived-in feel that more closely resembles a home in the country.”

This was the challenge, Hall says: “How do we make this so interesting and inviting that people working from home will be excited about coming over?” And, “Is this going to be a space that they are going to understand how to use?”

When people started trickling in, they didn’t quite understand at first that “the whole place is just wide open for you,” Hall says. But employees have been comfortably settling in since the Oct. 30 unveiling. And when employees do decide to work there in person, Fisher says the goal is to capitalize on that face time together.

“The homey feel of Millbrook was a result of our shared dislike for typical 9-to-5 environments, which, however stereotypical this sounds, are usually defined by fluorescent lighting, cubicles and industrial kitchen appliances,” Fisher adds. “And after the pandemic, when so many of us found we could be just as productive on our couches as we were at assigned desks, why not completely steer clear from the typical office model? We encourage them to make the most of it by scheduling time to touch base in person with the other people in their pods or eat lunch with new hires, so there’s value in being in the same place as their colleagues.”

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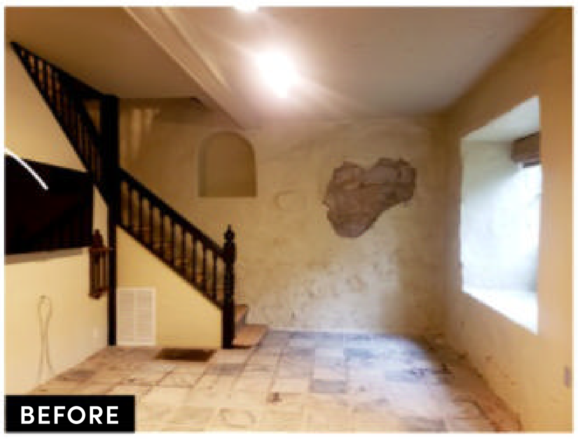

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THE PAYOFF

The tangible benefits Fisher has seen from investing in this space has made the journey worth it, he says—and then some.

"The different teams that make up Millbrook Companies have come to work much more closely than we've ever seen, generating an unprecedented number of client projects that blend the different types of expert services we offer," he says.

In the months since the unveiling, "we saw a significant uptick in new business and campaign renewals compared to those same months in previous years," Fisher adds. "Although we do see the financial value provided from the investment in building out this amazing space, the return goes way beyond that. ROI doesn't necessarily need to be money-driven—the return also comes from the value it has provided to our employees. Their happiness and enjoyment at the office is something that we highly prioritize, and we have seen great returns on that front." ◆

FROST IS A CINCINNATI-BASED FREELANCER SPECIALIZING IN CAREER, PARENTING, LIFESTYLE AND HEALTH TRENDS. SHE SADLY HAS NO PLANS TO BUILD A PICKLEBALL COURT OUTSIDE TO IMPROVE BUSINESS RELATIONSHIPS.

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In Defense of Generalists

OR, WHY YOU SHOULD PICK UP PICKLEBALL AND TRY NEW THINGS.

BY **MATT CROSSMAN**

Pro tip: Have friends who send you emails that go something like this: *I represent the company putting on one of the biggest pickleball tournaments in the country. Would you like to fly out to Atlantic City, get taught to play by an all-time great and enter the tournament the next day?*

Though I had never played, I of course said yes. I always say yes. In the past few years, I have tried surfing, rock climbing, ice climbing, a dozen other new-to-me activities and, now, pickleball. Early in my career, I decided against specializing in writing about one subject. Instead, I chase other people's passions. I find people who love doing interesting things and ask them to teach me. I do it because it's fun, because it suits my personality and because it allows me to live a well-rounded life.

I have found there is much more to it than even all that. Being a generalist is a good, albeit unconventional, career-development strategy, though I'd be lying if I said I did it because of that.

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In today's world, we're bombarded from a young age to pick something to specialize in. We pick a major and then a career and then face admonitions to stay in our figurative lane. Change lanes too often and you'll have to explain why. Firms and individuals alike are pressured to excel in increasingly narrow areas of expertise. The better you are at your niche, the more valuable your work—or so the thinking goes.

There is growing evidence that suggests that line of thinking is too reductive. All of us would benefit from understanding a wide range of areas and recognizing how things are interconnected and interdependent, so we can see the big picture when making decisions and bring multifaceted approaches when solving problems.

• • •

It's easy to become a specialist. You pick a lane and stay in it. Being a generalist isn't so simple. How do you pursue that path when there really isn't one?

One way is to work for a company that allows, encourages or embraces it. Constance Schwartz-Morini, the co-founder and CEO of SMAC Entertainment, is a perfect example.

Early in her career, she landed a job with the NFL. Over the years, she danced between television programming, sponsorship, events, marketing and player engagement. She watched and learned, especially early on when she was an assistant. "The NFL was my MBA," she says.

Schwartz-Morini didn't set out to become a generalist—she half-jokingly says she wishes she could take credit for

IN TODAY'S WORLD, WE'RE BOMBARDED FROM A YOUNG AGE TO PICK SOMETHING TO SPECIALIZE IN. WE PICK A MAJOR AND THEN A CAREER AND THEN FACE ADMONITIONS TO STAY IN OUR FIGURATIVE LANE.

pursuing it. While she may not have done it on purpose, she says it seems inevitable in retrospect, because she has the characteristics necessary: She's intensely curious, eager to learn and willing to ask for help.

It may have been accidental at first, but now she pursues a wide-ranging career very much on purpose. Her work at SMAC Entertainment shows she's still deep in the generalist life. SMAC Entertainment is a talent management firm, business incubator and Emmy-nominated production company. As an agent, Schwartz-Morini represents athletes and entertainers. As a producer, she creates scripted shows, unscripted shows and even game shows. As an entrepreneur, she has helped launch clothing lines.

That wide-ranging approach has nurtured her already deep passion for being well-rounded. Now, she tries to create fellow generalists. She manages athletes and entertainers with an explicit eye on multifaceted careers. She won't represent anyone who wants to stay just what they are—i.e., a specialist.

Her three most famous clients—Snoop Dogg, Michael Strahan and Erin Andrews—started out in niche markets. Each was initially well known within that niche and less so in the wider world. Now, all three are household names. They came from different fields and emerged out of their lanes in different ways, because no generalist follows a rote pattern. "The only thing they have in common is me," Schwartz-Morini says.

ALL OF US WOULD BENEFIT FROM UNDERSTANDING A WIDE RANGE OF AREAS AND RECOGNIZING HOW THINGS ARE INTERCONNECTED AND INTERDEPENDENT, SO WE CAN SEE THE BIG PICTURE WHEN MAKING DECISIONS AND BRING MULTIFACETED APPROACHES TO SOLVING PROBLEMS.

•••

One of the problems with being a specialist is that it lulls you into a false sense of security. You think because you know so much about your field, you can solve whatever problems arise. And you are right—until you are completely wrong.

In his book *Range: Why Generalists Triumph in a Specialized World*, David Epstein writes that if you are struggling with a narrow problem in a niche field, somebody who knows nothing about that field might be better at solving the problem than you are. That's because the more we know about something ("the inside view"), the poorer our decisions are about it, especially when it comes to problem-solving. "Relying upon experience from a single domain is not only limiting, it can be disastrous," Epstein writes.

A company called Wazoku (formerly InnoCentive) bases its entire business model on asking nonexperts in a particular field to solve problems that flummox experts in that field. A company with a problem pays Wazoku to ask for solutions from its community of solvers, and whoever comes up with the best one gets a reward.

A generalist doesn't arrive at the top feeling like they need to know everything. They arrive at the top in part because they have been comfortable in new roles in which they didn't know anything. Schwartz-Morini says she's good when she knows what she's doing and even better when she doesn't, because she is so comfortable seeking outside help.

What we know puts us in a box that contains only solutions we could reasonably devise from the contents of that box. The answer might be in a different box: "the outside view." The more boxes we have access to, the better off we'll be. "The outside view probes for deep structural similarities to the current problem in different ones," Epstein writes.

The key phrase there for me is "deep structural similarities." Just about every time I acquire a new skill, I learn something that applies to the rest of my life. In surfing, I learned valuable lessons about how I learn. From an ATV guide, I learned about authenticity. In ice climbing, I learned valuable lessons about trust.

In pickleball, I learned about covering a lot of ground… or tried to, at least. Going into the tournament, I feared that the very skill I am honing and advocating—increasing my range—would be my weakness in pickleball.

I figured I would lose because I wouldn't be able to reach shots. But that wasn't the case. Don't get me wrong. I lost all four matches I played in the 2022 Dietz & Watson Atlantic City Pickleball Open. But the problem wasn't that I couldn't get to balls hit far from me. The problem was balls hit right at me. I couldn't move my paddle fast enough to return those. ◆

CROSSMAN IS A ST. LOUIS-BASED FREELANCE WRITER. HE WRITES ABOUT NASCAR, PROFESSIONAL DEVELOPMENT AND ADVENTURE.

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How Discrimination Impacts Black Women's Health

EMPLOYERS HAVE TO BE INTENTIONAL ABOUT ADDRESSING SPECIFIC ISSUES IN THE WORKPLACE.

BY **LOTTIE L. JOINER**

“COMPANIES HAVE TO BE COMMITTED TO DOING THE NECESSARY WORK TO GET RID OF DISCRIMINATION AND BIAS AND HOLD PEOPLE ACCOUNTABLE. THERE ARE TIMES WHEN COMPANIES ARE AFRAID TO FIND OUT THEY HAVE A PROBLEM. BUT, LEFT ALONE, THE PROBLEM FESTERS AND BECOMES EMBEDDED IN COMPANY CULTURE. “

After lodging a sexual harassment complaint against a coworker at her job in 2009, Cynthia Watson says she was shunned in the office. She was characterized as a troublemaker, and her concerns were ignored. Her manager, she said, would make sexualized jokes, resulting in what Watson felt was a hostile work environment.

“It was like no one was supporting me—no one inside my department, even coworkers,” remembers Watson, 50. “I was like an outsider in my department.”

It wasn’t until her white counterparts reported similar incidents that her department finally took action.

The experience took a toll on her mental health. Watson, a licensed social worker who works for a federal agency, was diagnosed with clinical depression, anxiety and post-traumatic stress disorder. She was put on medication and had to take a few weeks off from work.

It was a job that she liked. “I enjoyed working with the clients,” Watson says. “I was good at what I did.” But she says the situation stunted her career growth. She believes she was blackballed and that her reputation was tarnished.

Jocelyn Frye, president of the National Partnership for Women and Families, points out that women of color are more likely to experience sexual harassment and pregnancy discrimination. In June 2022, the organization noted that Black pregnant women are more likely to face racism, discrimination and harassment at work. It also noted that pregnant women of color who work in low-wage jobs are more likely to be targeted for discrimination resulting in stress and depression.

“There’s a lot of research that shows that Black women who are encountering discrimination problems in the workplace experience poor health outcomes that hurt their overall health and well-being,” Frye says.

For example, the National Partnership notes that “detrimental health outcomes are linked to both the accumulated burden of racism-associated stress that has built up over centuries and to institutional and interpersonal racism in the workplace.”

For more than 15 years, Sierra Carter, Ph.D., an assistant professor of psychology at Georgia State University, has done this kind of research, including studying the impact of racism on Black Americans. In 2021, she helped publish a study of 55 Black women “who reported being exposed to traumatic experiences such as childhood abuse, physical and sexual violence and racial discrimination.”

Carter and her research team found that “racism had a trauma-like effect on Black women’s health” and that “being regularly attuned to the threat of racism can tax important body-regulation tools and worsen brain health.” She points to studies that have demonstrated an increase in mental health disorders in those who experienced a continuous threat of racism.

For example, in a 2022 study published in *Biological Psychiatry: Cognitive Neuroscience and Neuroimaging*, researchers noted that racial discrimination had a negative impact on human health and that it specifically increased the risk for physical and mental illnesses.

(ABOVE) Jocelyn Frye

COURTESY OF JOCELYN FRYE

“IT IS IMPORTANT FOR EMPLOYERS TO UNDERSTAND THAT THIS IS WORK THAT THEY HAVE TO BE INTENTIONAL ABOUT.”

Although research has documented how the chronic stress of racism has “enduring health consequences for Black Americans over time”—including a disproportionate risk for stroke and Alzheimer’s disease—this was the first study “to consider how the brain might respond to experiences of racial discrimination above and beyond other traumatic stressors,” Carter wrote for *The Washington Post*.

The hostile work environment Watson endured at her job often left her in tears. She wasn’t able to sleep, she says. She stopped exercising and no longer wanted to hang out with her friends. She couldn’t concentrate at work, and she was angry.

“No one seemed to be listening to me,” Watson says.

Eventually, Watson got a new supervisor, and her work environment improved. But it took about three years, she says. Six years after reporting her sexual harassment, she got a promotion and was moved to a different department in 2015.

Too many times, Frye says, companies sweep discrimination or harassment charges under the rug. They do a settlement or create a diversity, equity and inclusion statement. Some companies may even hire a DEI facilitator or hold companywide diversity training for employees.

This type of pro forma isn’t going to change the culture of the organization, Frye says.

“It’s about really digging deep and being intentional about looking at: What are the problems, the equity and anti-discrimination problems? What are those things that are facing different groups of people, and how can I fix them?” Frye says. “What are the experiences of Black women, of Latinas, of all the folks in our building, and how can we be responsive? What are the things we can do? Do people have policies in place? What does the implementation look like?”

Frye says DEI work has to be more than coming up with a policy. She says companies have to be willing to unearth how discrimination plays itself out in the workplace and be intentional about how the company will tackle specific problems.

“There are many employers who may be very well-intentioned, but they have to understand what the work really is,” Frye says.

The discrimination and bias that is entrenched in workplaces is a systemic problem across many institutional settings that did not happen overnight, Frye points out, noting that companies have to be committed to doing the necessary work to get rid of discrimination and bias and hold people accountable. There are times when companies are afraid to find out they have a problem. But, left alone, the problem festers and becomes embedded in company culture.

“Too often, what we are talking about are biases and practices that become entrenched, and so they become embedded into how an entity functions. Then it becomes hard to fix,” Frye says. “It’s in an employer’s interest to try to nip something in the bud—or, once they find something, to really think about, *How can I fix this? What do I need to do?*”

Ultimately, discriminatory workplaces that make it hard for Black women to be successful are harmful to the economic and social well-being of Black families—and to the overall economy, Frye says. When Black women, and women overall, are out of the workforce, there are broad economic ramifications; women are needed to contribute to the overall economy.

“It is important for employers to understand that this is work that they have to be intentional about. It is not something that is going to happen on its own. We don’t get rid of discrimination, racism and sexism that way,” Frye says. “You have to be really vigilant about where it’s coming up, and you have to be willing to take the actions necessary to make sure that your workplace operates in a way that’s free of bias and discrimination.” ◆

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How Ice Cream Saved a Life

DENVER-BASED ENTREPRENEUR **HAP CAMERON FOUND HIS PURPOSE** IN A UNIQUE FROZEN TREAT.

BY **STEFANIE ELLIS**

When Hap Cameron turned 30 on 11/11/11, he had just summited Mount Kilimanjaro, watching the sun rise from Africa's highest point of Uhuru Peak—a poignant feat that was the symbolic cherry on top of a layered life goal of working and living on every continent by the time he was 30.

Since Africa was the final continent on his list, the photo captured a scenic closure. The view looked amazing, as did his life for that past decade—him dressed in a tuxedo and white gloves while working on a six-star cruise ship in Antarctica; him suntanned and smiling after a day of surfing in Puerto Escondido, Mexico; and him looking giddy in love on a beach in Colombia with his now-wife, Mandy, whom he met halfway through his travels.

But lots of those smiles were masking endless confusion and a complete lack of direction.

"In truth, I was completely lost and not even happy about completing that final goal," Cameron admits.

When he returned to his hometown of Nelson, New Zealand, he was invited on many TV and radio interviews to talk about his world travels, and he found himself having to hide the fact that he was depressed.

"All I had to my name was a pack of my clothes and my bike," he remembers. "I was living with my parents in their spare room. I had no insurance and no plans. I was writing *Hap Working the World*, about my travels, and making a documentary, *Bikes for Africa* [about helping implement a self-sustainable bike workshop in rural Namibia], and all I had were memories. I was worried about the future. Getting out of bed was hard. The whole focus of my life for nine years was traveling the world. When I turned 30, I felt my guiding light was going out."

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AFRICA'S HIGHEST POINT
WORLD'S HIGHEST FREE-STANDING MOUNTAIN

(LEFT) Cameron celebrates his 30th birthday atop Mt. Kilimanjaro. (RIGHT) The ice cream entrepreneur visits Antartica for the first time.

Nothing at the time would point to the fact that the biggest adventure of his life would soon give way to another, even bigger one. There was no possible way to know that he would transform from an aimless wanderer to a successful entrepreneur, starting a tiny empire in Colorado that would ripple across the country—and the world—inspiring other entrepreneurs to follow suit. How could he have known he'd have a new life in America with the woman of his dreams and two beautiful daughters, when all he knew, in this moment, was the thick, sticky caramel sauce drizzled atop deflated dreams known as ennui?

Cameron's feelings were understandable, after all. In Africa, he ended a love affair that spanned more than half his time abroad. Mandy, his then-girlfriend, knew what she wanted from life, and he, unfortunately, did not. "I thought if I broke up with her and set her free, I would feel better, and the dark clouds following me would be let loose," he says.

Cameron soon realized the time apart didn't solve anything, and his ache for Mandy only grew with each passing day. But their love story was far from ideal: two people on opposite sides of the world, neither possessing much money.

A few things were swirling around inside Cameron's mind. One was the

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steadfast travel motto that sustained him during some of the scarier moments he endured in his treks abroad—like the musician he met on the street in Dar es Salaam, Tanzania, who offered him a ride that resulted in him being kidnapped and robbed at gunpoint, then dropped in the slums, terrified and shaken up: *You lose much by fearing to attempt.*

Though occasionally ill-fated, that motto also pushed him to meet some interesting people—like the man at an ATM he met just a day before that terrifying incident, who ferried him across the city on his motorbike, took him to a beach bar, then brought him for tea with a group of old men. Cameron says it was an amazing experience he wouldn't have had if he had told himself not to go.

And so it was with that same motto that he called Mandy, confessing that he never stopped loving her. She confessed to loving him, too, and the couple got married in August 2012.

COURTESY OF HAP CAMERON

(TOP) The world traveler takes a cycling break with Zambian locals.
(ABOVE) Cameron films in Namibia for his *Bikes for Africa* documentary.

Cameron was still living in New Zealand when they married, waiting for his green card to be approved, which would take a staggering one-and-a-half years to get sorted out. He was still depressed, and being apart from Mandy yet again only added to his struggles. His aunt helped him get a job at a café in Auckland, and, slowly, things began to shift.

"When I'm around people, I'm the best version of myself," he admits. "It fuels me. It's like a meditation for me."

In February 2014—the day before he left New Zealand to be with Mandy in Denver for good—he had a serendipitous moment at the berry orchard of a family friend, Dennis Little.

"We were having coffee, and my dad said, 'Hap, come and have a look at the machine Dennis has in his garage,'" he remembers. "The Little Jem Real Fruit Ice Cream Blending Machine was on his work bench."

The machine was engineered by Dennis' brother, Chris, with a special auger that turns fruit and ice cream into something that most closely resembles soft serve but has a firmer texture, since it's made with ice cream and not a liquid concentrate.

"The consistency is part of the magic," Cameron says. "The color and flavor come from the fruit. People love that it's not really heavy. One-third of it is just fruit. In all my travels, I never saw this ice cream except in Nelson. Every berry orchard there has real fruit ice cream. It's not like Baskin-Robbins or a big chain. It's mostly in rural areas."

When he speaks of the ice cream, you'd think he's reciting a love poem. His voice kicks up several octaves—like a little kid talking about his favorite toy.

After that day in Little's garage, Cameron's life purpose would be found, in a rehabbed 1989 school bus that served what he says is the first real fruit ice cream in America.

• • •

In 2015, less than a year after he'd set foot on American soil, Cameron took a small business development course. He and Mandy used her $1,200 pink Honda Accord as collateral on a $42,000 loan. They bought a bus off Craigslist and, after some miraculous rehabbing, opened Happy Cones in Denver. A year later, they had their first child.

Despite the big life transitions and the learning curve of running a new business, Cameron's life was swirling with meaning because of his customers.

"I love working on the ice cream truck," he says. "If I'm feeling down, I get in the window, and I talk to people. Or I go to my two brick-and-mortar locations (in Golden and Edgewater). We're getting a second truck built out so we'll have two trucks this summer."

Cameron changed nothing about the way the ice cream is made, keeping true to its Nelson origins, but he did a bit of rebranding after realizing customers didn't really understand the significance of real fruit ice cream when it wasn't served in an orchard.

"I realized in the first couple of weeks that people were enamored by New Zealand, so I quickly started calling it New Zealand-style ice cream," he says. "If you went to New Zealand and asked for New Zealand-style ice cream, no one would know what you were talking about."

But in the U.S., its familiarity is growing, as are the places to find it, thanks to Cameron's efforts. There are now almost a dozen shops across the country serving "New Zealand-style ice cream," including in the small town of Port Angeles, Washington, where the husband-and-wife duo at Welly's got some great advice from Cameron when contacting him before opening their truck and subsequent brick-and-mortar shop.

"A lot of people reach out to me who are thinking about starting their companies and want advice," Cameron notes. "I had a girl reach out to me from Dubai who wanted to open a shop. I see the interest slowly increasing every year."

Despite the ice cream's growth in popularity, Cameron's sights are set elsewhere.

"When I first started Happy Cones, success, to me, looked like five shops," he says. "But [now] I want to have a company that supports the life I want to live: being a good husband and father and creating a workplace where I can inspire my employees to explore who they are and support them in doing the things they're passionate about. Having been through depression, I'm very aware of what I can do to help others in those situations. Dark moments help define us, and if you can learn and grow and realize what works and doesn't work for you, you can be the best version of yourself."

And so it was, after a decade of traveling the world, finding love, losing it, then finding it again, working to understand the true definition of success and risking everything to move to a new country to start a family and a business, ice cream saved Hap Cameron's life.

"The whole philosophy at Happy Cones is 'everyone leaves happier,'" he says. "I just wanted to help people in their journey. Happy Cones is just a vehicle for that. But it has also filled a void for me. It's truly my happy place." ◆

ELLIS IS A FOOD AND TRAVEL WRITER WHO (SHOCKINGLY) DOESN'T REALLY LIKE ICE CREAM BUT MAKES AN EXCEPTION FOR NEW ZEALAND-STYLE ICE CREAM.

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THE ARCHITECT BEHIND SUCCESS' PERSONAL DEVELOPMENT PROGRAMS ON THE LIMITATIONS OF SOLO WORK AND THE IMPORTANCE OF COMMUNITY-BUILDING.

JAIREK ROBBINS ISN'T GOING IT ALONE ANYMORE

BY **EM CASSEL**
PHOTOGRAPHY BY **NICK ONKEN**

“Hopefully there’s something useful being said here,” Jairek Robbins says, grinning widely, as we sit down to talk on a sunny afternoon in late January.

It’s the kind of gleeful self-deprecation you only get from a guy who knows he’s got plenty of “useful” things to say. If anything, Robbins, the high-performance business coach, personal improvement coach, bestselling author and entrepreneur, who last year became the president of SUCCESS Enterprises and now serves on the SUCCESS advisory board, has too many good ideas to fit into just one feature. What follows is my best attempt.

As he sees it, his leadership role—centered on strengthening and expanding SUCCESS’ personal development offerings—comes at an inflection point for both the company and our culture more broadly. “The magazine itself, the organization, is a 126-year-old piece of the legacy of personal development,” says Robbins. But he believes the very pillars of personal development are changing, because, well, consciousness evolves. Humans evolve. And one thing he’s grown to see in the recent past is that personal development has its limitations—at least the way we’ve been approaching it.

“I think personal development had so many benefits, where people grew, people learned, people expanded, people reached new heights,” he continues. “They saw new things and experienced a new evolution of self. But it came with consequences. And the consequences were: They felt separate; they felt alone; they felt disconnected from their community.”

Depression now affects roughly 1 in 10 Americans, according to the *American Journal of Preventive Medicine*. There’s been a similar spike in anxiety, loneliness and other depression-adjacent feelings. It’s not that a focus on personal development has been a bad thing, or that it’s responsible for any of those statistics, and Robbins certainly isn’t saying, “Try to be worse.”

It’s just that the myth of individual success—that if we drive hard enough, work hard enough and strive long enough, good things will follow—puts too much emphasis on the individual.

“I think there’s an evolution of personal development—which is an individual sport, it’s about oneself—to human development, which is a team sport and requires community to do,” Robbins says. (His word for the year? “Community-building.”) He points to the old African proverb: If you want to go fast, go alone; But if you want to go far, go together. “We’re at a point in culture where it requires endurance.”

Robbins understands the appeal of the lone wolf mentality and believes there’s certainly some benefit to going it alone. “But what I’ve noticed is, when you get to the precipice of any goal, the peak of the mountain of success, there’s only three things there: a feeling of accomplishment, thin air and a nice view,” he says. “That’s it. And then there’s a walk back down.”

> “I THINK THERE’S AN EVOLUTION OF PERSONAL DEVELOPMENT—WHICH IS AN INDIVIDUAL SPORT, IT’S ABOUT ONESELF—TO HUMAN DEVELOPMENT, WHICH IS A TEAM SPORT AND REQUIRES COMMUNITY TO DO,” ROBBINS SAYS.

Robbins has seen how lonely it can be at the top firsthand. He worked for his family’s coaching organization—he’s the son of self-improvement legend Tony Robbins—before leaving to do his own coaching. He realized he could go faster alone, making and keeping more money for himself, without dealing with the chaos of working with other humans. He achieved the life he’d always dreamed of: working three days a week, four hours a day, making the big bucks.

“And I can tell you from personal experience: feeling of accomplishment, thin air, nice view and a walk back down,” he says, shaking his head. “The only thing that makes it different, and better, is who you take with you. No matter how many times you get to the peak, if you do it by yourself, eventually it gets boring, eventually it gets lonely, and eventually it doesn’t feel very satisfying.”

It was around the time of his walk back down the mountain that Robbins got a call asking him to join SUCCESS. At first, he had no interest in working for a big company again, with lots of people, each with their own problems. But both his business mentor and his wife told him that this was a special kind of opportunity—that he should do it. And he’s so happy he did.

In the year since he joined SUCCESS, Robbins’ biggest undertaking has been the expansion of the company’s coaching platform. SUCCESS has added 125 total coaches in the last year, who are partnering with and acting as ambassadors for the brand. “We’re building a community,” he says. “We’re building a community of humans who are dedicated to human development.”

He’s also workshopping some new ideas, like SUCCESS Adventures, that would allow participants to embark on unique, bucket list-type travel experiences with other accomplished business owners around the world. Creating something that big would mean lots of moving parts, complex planning and creativity—roughly the opposite of climbing up alone. But finding a way to do it would further that evolution from personal development to human development.

And besides, Robbins went up the mountain already; he knows the path. Now, he’s bringing a new group of dedicated people up the mountain with him.

“On the other side, we’ll sit back and be like, ‘It either worked or we learned a lot of lessons,’” Robbins says. “It’ll probably be hard. It’ll probably be messy. It’ll probably be overwhelming, at times. But my belief is that the other side is worth it.” ◆

CASSEL IS A MINNEAPOLIS-BASED WRITER AND EDITOR WHO LIKES TO WALK HER HUSKY MIX, RIDE BIKES WITH FRIENDS AND DIG THROUGH THRIFT STORES FOR RARE VHS TAPES.

25

INFLUENCERS TO FOLLOW

Level up in life and business with inspiration from these social media stars.

BY **EM CASSEL**

Becoming the best version of yourself can be a lifelong journey—one that requires time, patience and a willingness to grow and change. And it can start on Instagram.

No, really: Many of the top minds in personal and professional development can be found on multiple social media platforms, where they share their hard-earned wisdom and experiences with their millions of followers. It's like having a professional conference in your pocket every day, complete with keynote speakers, roundtable discussions and seminars from leading experts.

Want to know who to follow? We've rounded up 25 of the best—some household names and some rising stars—so you can start scrolling and liking with a purpose.

1.

BRENÉ BROWN

BRENEBROWN.COM

Instagram: @brenebrown (4.6M followers)
Twitter: @brenebrown (974K followers)
TikTok: @brenebrown (661K followers)

You might know Brené Brown from her viral 2010 TED Talk, "The power of vulnerability," which is one of the most viewed TED Talks of all time. Brown is a researcher and storyteller whose work focuses on courage, vulnerability, shame and empathy. She shares her insights on two Spotify-original podcasts—*Unlocking Us* and *Dare to Lead*—aimed at helping listeners reach their potential.

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SIMON SINEK

2. SIMON SINEK

SIMONSINEK.COM

Instagram: @simonsinek (2.2M followers)
Twitter: @simonsinek (981K followers)
YouTube: @SimonSinek (1.68M followers)

Simon Sinek, an author and inspirational speaker whose books include *Leaders Eat Last* and *Start With Why*, is all about the impacts of optimism. He's not talking about blind positivity or naïveté. What he means is that, by staying focused on the future and not getting weighed down by the negative, we uplift not only ourselves but also our communities. His social feeds are correspondingly positive and upbeat.

3. LORI GREINER

LORIGREINER.COM

Instagram: @lorigreinershark (1M followers)
Twitter: @LoriGreiner (1.7M followers)

Before she was an investor on *Shark Tank*, Lori Greiner was known as "The Queen of QVC" thanks to her long-running show *Clever & Unique Creations*. Today, she's known as "The Warm-Blooded Shark," an investor whose sweet, bubbly personality is paired with a sharp eye for successful products.

4. DAYMOND JOHN

DAYMONDJOHN.COM

Instagram: @thesharkdaymond (1.3M followers)
Twitter: @thesharkdaymond (698K followers)
TikTok: @thesharkdaymond (225K followers)

Speaking of sharks, "The People's Shark" Daymond John famously came from humble beginnings, sewing shirts and hats for his brand FUBU (For Us, By Us) in the house he shared with his single mom. Now, he's one of the most recognizable entrepreneurs anywhere. How'd he get there? He shares much of that wisdom with his followers.

5. ARIANNA HUFFINGTON

ARIANNAHUFFINGTON.COM

Instagram: @ariannahuff (756K followers)
Twitter: @ariannahuff (2.7M followers)

She's famously the co-founder of The Huffington Post, but Arianna Huffington also founded Thrive Global, which uses data to help employees avoid burnout. On Instagram, she shares quotes about patience, resilience, bravery and kindness (along with the occasional cute animal picture).

6. TIM FERRISS

TIM.BLOG

Instagram: @timferriss (1.1M followers)
Twitter: @tferris (1.9M followers)
YouTube: @timferriss (1.8M subscribers)

Are you familiar with stoicism? Curious about the long-term impacts of meditation? Want to know more about psychedelic therapy? On his podcast, *The Tim Ferriss Show*, and across his various social channels, "4-Hour Workweek" lifestyle guru Tim Ferriss talks about all that and a lot more, including depression, decision making, and writing and thinking well.

TIM FERRISS

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7. BETHENNY FRANKEL

BETHENNY.COM
Instagram: @bethennyfrankel (3M followers)
Twitter: @Bethenny (1.5M followers)
TikTok: @bethennyfrankel (1.2M followers)

As founder and CEO of Skinnygirl, entrepreneur and Real Housewife Bethenny Frankel shows she's got business chops to match her on-camera charisma. You'll get a bit of both on her TikTok and Instagram, along with parenting tips, beauty hacks, cooking content and the occasional hot take.

8. SAYGIN YALCIN

SAYGINYALCIN.DE
Instagram: @sayginyalcin (950K followers)
Twitter: @SayginYalcin (89.4K followers)
YouTube: @sayginyalcin (1.04M subscribers)

Saygin Yalcin, the Dubai-based founder and CEO of SellAnyCar.com and Carnab, is among the most influential entrepreneurs in the Middle East. His advice is always practical and levelheaded, and despite his success, he's incredibly down to earth. Plus, he's just so darn likable—it's not uncommon to see his followers posting comments like "my favorite billionaire!"

9. RICHARD BRANSON

Instagram: @richardbranson (4.8M followers)
Twitter: @richardbranson (12.6M followers)
YouTube: @RichardBranson (126K subscribers)

Richard Branson practically invented the billionaire playboy archetype when he founded Virgin Group in the 1970s. These days, the fun-loving, tie-loathing adventurer and entrepreneur keeps his followers in the loop about his work, his travels (including his space travels) and what he's reading and watching.

10. GRANT CARDONE

GRANTCARDONE.COM
Instagram: @grantcardone (4.2M followers)
YouTube: @GrantCardone (2.3M subscribers)
Twitter: @GrantCardone (937.8K followers)

If you need someone to light a fire under you, then you need real estate mogul Grant Cardone's tough-love approach to business. Take Cardone's first piece of advice to folks who've just been laid off: "Get over it." The internationally renowned entrepreneur, author and speaker founded 10X Growth Conference, which bills itself as the most attended business conference in history, and built his $5 billion real estate portfolio from scratch. (Plus, his disarming laugh and friendly demeanor make the tough love a little easier to take.)

11. JAY SHETTY

JAYSHETTY.ME
Instagram: @jayshetty (12.6M followers)
Twitter: @jayshetty (366.5K followers)
YouTube: @jayshetty2758 (4.7M subscribers)

Jay Shetty's journey from monk to bestselling author, award-winning podcaster and beloved purpose coach has captivated millions. Those three years as a monk in his twenties—waking up at 4 a.m. to take a cold shower, shaving his head and living out of a gym locker—gave him a radical kind of wisdom about personal growth, well-being and success. He builds on that wisdom in conversations with actors, athletes, educators and wellness experts on his mega-popular podcast, *On Purpose*.

12. MEL ROBBINS

MELROBBINS.COM
Instagram: @melrobbins (3M followers)
YouTube: @melrobbins (1.68M subscribers)

The Mel Robbins Podcast is one of the top education podcasts in the world—and for good reason. Twice a week, the bestselling author of *The 5 Second Rule* and *The High 5 Habit* takes a science-backed approach to any number of personal and professional development hurdles, including eliminating self-doubt, pushing through procrastination, sticking to your goals and more.

13. STEVEN BARTLETT

STEVENBARTLETT.COM
Instagram: @steven (2.3M followers)
Twitter: @StevenBartlett (236.2K followers)

It's a pretty baller move to have your first name alone as your Instagram handle. And @steven belongs to Steven Bartlett, a "Black, broke, lonely, insecure, university drop-out" (his words) turned founder and CEO of Social Chain. Bartlett is driven. In 2021, at 28, he became the youngest "dragon" ever on the BBC *One's Dragons' Den* (think *Shark Tank* for Brits).

COURTESY OF MEL ROBBINS

14.

JENNA KUTCHER

JENNAKUTCHER.COM

Instagram: @jennakutcher (1M followers)

Twitter: @jennakutcher (9,564 followers)

“How are you, really?” That’s the question digital marketer, speaker and educator Jenna Kutcher poses with her 2022 book of the same name, which, like her work more broadly, is meant to get you to your dream life. On her podcast *Goal Digger*, Kutcher helps listeners figure out what success means to them; on her Instagram, she shares messages of positivity alongside candid moments with her family.

ROBERT KIYOSAKI

15.

ROBERT KIYOSAKI

RICHDAD.COM

Instagram: @therealkiyosaki (3.1M followers)

Twitter: @theRealKiyosaki (2.3M followers)

YouTube: @TheRichDadChannel (2.98M subscribers)

Rich Dad Poor Dad, which Robert Kiyosaki published in 1997, is still one of the bestselling personal finance books of all time. Two and a half decades after it hit bookstore shelves, the record-setting bestseller remains a seminal work of financial literature—and these days, taking advantage of Kiyosaki’s insight can be as easy as following him online, where he shares his thoughts on awakening your financial genius.

16.

TONY ROBBINS

TONYROBBINS.COM

Instagram: @tonyrobbins (6.4M followers)

Twitter: @tonyrobbins (3.2M followers)

YouTube: @TonyRobbinsLive (1.59M subscribers)

Finance, mental health, productivity, personal growth—whatever you’re trying to improve, Tony Robbins has talked about it all for decades now. (He’s probably even written a *New York Times* bestseller about it.) Robbins’ coaching methods have long been changing lives. (Read about his son, SUCCESS president and chief strategy officer Jairek Robbins, on page 40.)

17.

STORMY WELLINGTON

STORMYWELLINGTON.COM

Instagram: @coachstormy (1.4M followers)

Twitter: @coachstormy (12.2K followers)

YouTube: @coachstormy (89.5K subscribers)

The network marketing expert, fitness influencer, author, entrepreneur and self-made millionaire is all about using her wealth and influence to help women “embrace their authentic selves” through her Girl Hold My Hand community.

18.

SHERYL SANDBERG

LEANIN.ORG

Instagram: @sherylsandberg (1M followers)

Former Meta (Facebook) COO Sheryl Sandberg, who made waves with her 2013 book *Lean In*, stepped down in 2022 to focus on philanthropy and her foundation, also called Lean In. Her social media is an extension of both, with frequent posts about women’s rights causes from the #MeToo movement to the Taliban’s ban on education for women and girls in Afghanistan.

19.

BRENDON BURCHARD

BRENDON.COM

Instagram: @brendonburchard (1.1M followers)

Twitter: @BrendonBurchard (95.9K followers)

YouTube: @BrendonBurchardMotivation (949K subscribers)

As the bestselling author of *High Performance Habits* and founder and CEO of the personal development platform GrowthDay, Brendon Burchard has become one of the top performance coaches of our time. If you want new tips for staying focused, ideas for identifying when it’s time to quit or even to create stronger friendships, his online accounts are a great place to start.

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ON THE RISE

DON'T MISS THESE INFLUENCERS GAINING TRACTION AND FOLLOWERS.

20. PATRICE WASHINGTON

PATRICEWASHINGTON.COM

Instagram: @seekwisdompcw (138K followers)
YouTube: @SeekWisdomPCW (47.2K subscribers)

Wealth is about more than just your finances, which is why Patrice Washington is setting out to redefine it. Fitness, faith, friendships—it's possible to be wealthy in all of these areas and more, and it can be just as impactful to your overall happiness and wellbeing. Washington is fond of saying, "Chase purpose, not money," a mindset she helps followers and listeners achieve on *The Redefining Wealth Podcast*.

21.

EMMANUEL ACHO

EMMANUELACHO.KOMI.IO

Instagram: @emmanuelacho (944K followers)
Twitter: @EmmanuelAcho (351.3K followers)
YouTube: @emmanuelacho (603K subscribers)
TikTok: @emmanuelacho (692.6K followers)

He's the author of *Illogical: Saying Yes to Life Without Limits*, the host of the Emmy-winning podcast *Uncomfortable Conversations With a Black Man* and a former NFL linebacker turned Fox Sports commentator. He's Emmanuel Acho, and he's sharing his wisdom and hard-earned truths with hundreds of thousands of followers online.

22. MELANIE MITRO

MELANIEMITRO.COM

Instagram: @melaniemitro (93.3K followers)

Self-taught businessperson Melanie Mitro started her company when she had two kids under age 3 and little to no experience in social media or network marketing. Today, as the co-CEO of Chic Influencer and host of the podcast *Women Inspiring Women*, she helps other women achieve their goals, too.

23.

ANTHONY O'NEAL

ANTHONYONEAL.COM

Instagram: @anthonyoneal (335K followers)
YouTube: @anthonyoneal (563K subscribers)

Maybe you're not starting from a place of wealth already—maybe, like many of Anthony O'Neal's followers, you're in the daunting position of trying to claw yourself out of debt. If you have student loan debt or credit card debt, his courses and workshops for budding entrepreneurs (along with his podcast, *The Table*) can be the building blocks for future financial prosperity. Getting to a debt-free place can feel impossible, but it can change your life, and O'Neal wants to help you get there.

ANTHONY O'NEAL

24. JESSICA HAWKS

ITSJESSICAHAWKS.COM

Instagram: @itsjessicahawks (125K followers)
TikTok: @itsjessicahawks (910.3K followers)

Gen Z entrepreneur Jessica Hawks' stylish Instagram posts look like they could be featured on a vintage fashion account or in a *Teen Vogue* ad. Don't be fooled: There's lots of great advice about digital entrepreneurship and more nestled in there next to the aesthetic photos of Reebok sneakers and butterflies.

25.

MARIE FORLEO

MARIEFORLEO.COM

Instagram: @marieforleo (711K followers)
Twitter: @marieforleo (216.8K followers)

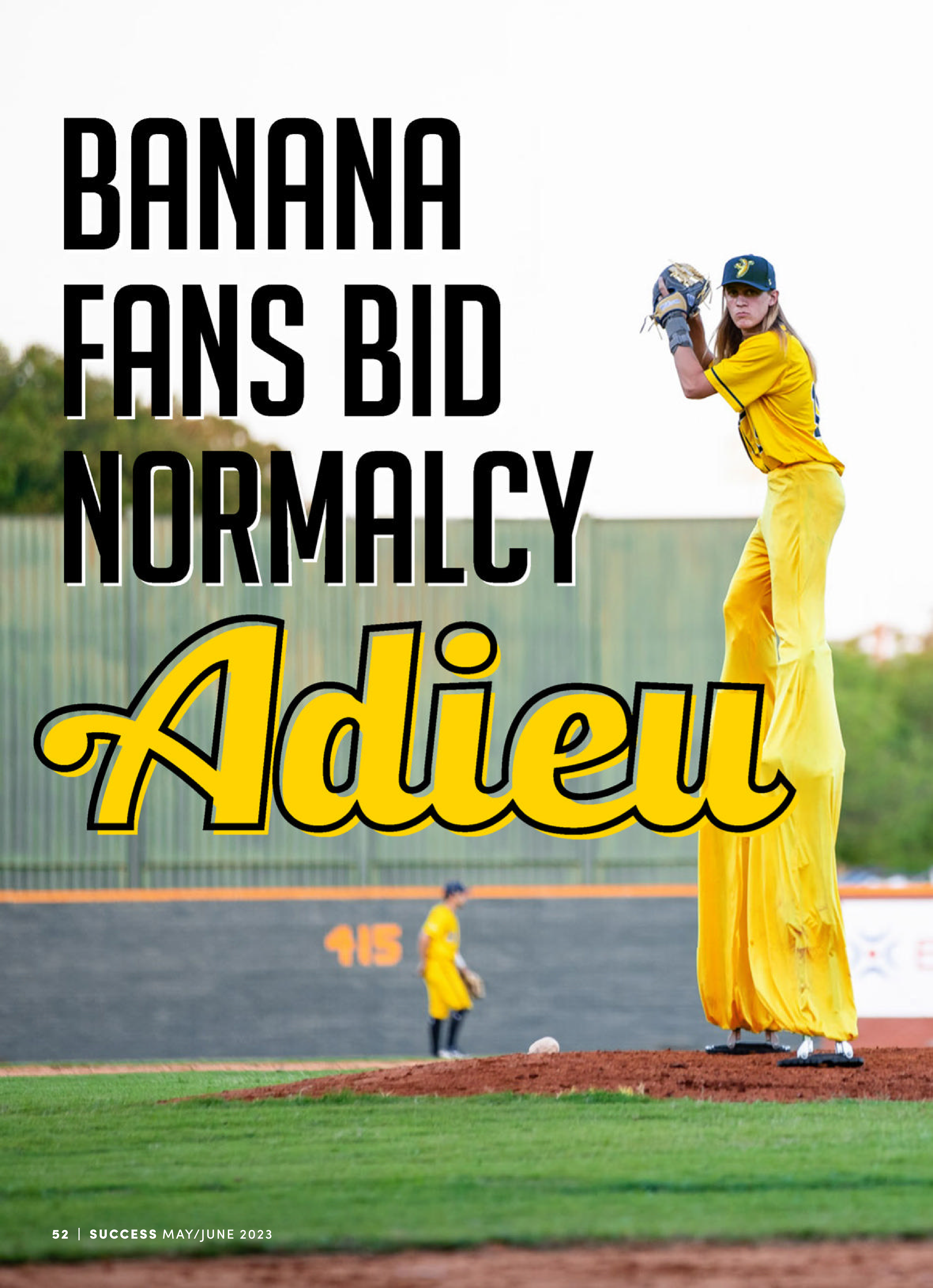
Oprah has called her a "thought leader for the next generation," and if Marie Forleo's growing media empire—which includes *MarieTV* and *The Marie Forleo Podcast*—is any indication, Oprah won't be wrong. (Oprah is kind of never wrong, right?) Forleo is also the author of *Everything Is Figureoutable*, an instant *New York Times* bestseller that's been translated into 32 languages. ◆

Editor's Note: Follower and subscriber counts are as of press time.

CASSEL IS A MINNEAPOLIS-BASED WRITER AND EDITOR WHO SPENDS LOTS OF TIME SCROLLING INSTAGRAM SO YOU DON'T HAVE TO.

COURTESY OF ANTHONY O'NEAL; ERIC MICHAEL PEARSON

BANANA FANS BID NORMALCY Adieu



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THE FANS HAVE SPOKEN: BANANA BALL ISN'T JUST APPEALING. IT'S THE GREATEST SHOW IN SPORTS.

BY **PATRICK J. REARDON**

The home team is in vivid yellow—except for the pitcher, whose pants are around his ankles. The batter is trying to ignore the Fruit of the Loom underpants on the mound, but the infielder krumping at second base is no less intimidating. The packed house at Grayson Stadium in Savannah, Georgia, has no idea what will happen next.

The players aren't the only ones off-kilter here (though some of them *are* wearing kilts). The team's cheerleading squad, the Man-Nanas, is composed mostly of middle-aged men with dad bods. The dance troupe, the Banana Nanas, is designed for grooving grandmas with a minimum age requirement of 65. The umpire's third strike call is to spontaneously start flossing, dougie-ing or powering down like a robot. The whole ballpark smells like a banana cream soda.

I'd say this is a normal evening of Banana Ball, but *normal* is a risky word to use around the Savannah Bananas.

The head of the bunch is Jesse Cole. He's the club's owner and founder, but you won't find him sitting in the owner's suite. As a matter of fact, Cole's rarely sitting at all. He's boogying in the dugout, belting out Bon Jovi with fans in the bleachers, and reliably besuited in his iconic yellow tuxedo. His viral ringmaster antics have earned him the online nickname "the P. T. Barnum of Baseball," a moniker that fits insofar as Cole is both a master entertainer and a shrewd businessman. But Barnum's axiom that "there's a sucker born every minute" couldn't be further from how Cole runs the Savannah Bananas. Their axiom: "Fans first."

Those two words have been the Bananas' guiding star since 2016. Cole's strategy for living out the "fans first" mission is to assess what's normal in baseball and do the opposite. Literally.

Normal stadiums are plastered with advertisements, so Grayson Stadium has zero. At normal ballparks, tickets and concessions are separate purchases. At Grayson Stadium, food and drink comes with your $25 open-seating ticket. And that's a flat price, because the Bananas cover all the fans' taxes on tickets, merchandise and convenience fees.

"It's astronomical, the money we leave on the table," Cole says. "I think you can look at any sports team or any business [and ask,] 'Where is the money coming from?' and then that's who the organization works for; 99% of our revenue comes directly from our fans."

Naturally, the Bananas' measurement of success is drastically unlike an orthodox sports team's. The key performance indicator isn't a healthy win-loss ratio or a glimmering trophy cabinet—it's whether the fans come, stay and come back. And between an ongoing streak of sold-out games since 2017, a waitlist of more than 300,000 fans and 3 million more followers than any MLB team on TikTok, it's obvious the world has gone Bananas—and that's all the Bananas have ever wanted.

"I don't want to be a billion-dollar company. I want to be a billion-*fan* company," Cole says. "If you create a billion fans, everything else will take care of itself."

* * *

To put fans first, first you need fans. A truism, sure, but this was the valley of death Jesse Cole and his wife Emily had to cross when they bought a dinky expansion team in Savannah, Georgia, eight years ago. It was the latest minor league ball club to be abandoned in Savannah, where teams had been floundering to attract attendees to their stadiums here for nearly a century. When the Coles arrived at their new stadium in October 2015, it was completely deserted, the phone lines cut, the offices stripped bare. Although the couple was optimistic they could break the trend, three short months of meager ticket sales seemed to prove their investment was D.O.A.

COURTESY OF SAVANNAH BANANAS; ©MALCOLM TULLY

"On Jan. 15, specifically on Friday at 4:45 p.m., I got a phone call that we'd overdrafted our account and the team was out of money," Cole says. "So, we sold our house. We emptied out our savings account. We got a dump down in Savannah."

The Coles' Savannah-or-bust venture was quickly trending toward the latter. Their initial energy was waning from sleepless nights on a cheap air mattress. They budgeted $30 per week for groceries, which comes out to spending around $1 per meal, per person—assuming you skip breakfast.

"We had nothing," Cole says. "But we still believed in what we were doing."

With nothing left to lose, Cole threw caution to the wind. The team was re-skinned and became the Savannah Bananas. Their first game was the debut of the Banana Nanas (the senior citizen dance team), a breakdancing first-base coach and the official Banana Baby. Cole showed up dressed like a yellow Mad Hatter.

The game sold out.

"We actually made six errors. We played terrible," Cole says. "But we started selling out every game [after that]."

And they haven't looked back since. The waitlist remained in the tens of thousands for the rest of the 2016 season (which even saw the Savannah Bananas crowned champions of the Coastal Plain League). Despite the success, Cole still noticed fans leaving games early. By 2017, even he was bored during the game.

"So I looked at every single thing in baseball that was too long, too slow, too boring, and said, 'Could we do the opposite?'"

"I DON'T WANT TO BE A BILLION-DOLLAR COMPANY. I WANT TO BE A BILLION-FAN COMPANY," COLE SAYS. "IF YOU CREATE A BILLION FANS, EVERYTHING ELSE WILL TAKE CARE OF ITSELF."

©MALCOLM TULLY; COURTESY OF SAVANNAH BANANAS

BETWEEN AN ONGOING STREAK OF SOLD-OUT GAMES SINCE 2017, A WAITLIST OF MORE THAN 300,000 FANS AND 3 MILLION MORE FOLLOWERS THAN ANY MLB TEAM ON TIKTOK, IT'S OBVIOUS THE WORLD HAS GONE BANANAS.

The first game of Banana Ball was played in 2018 in just 99 minutes. It's a recognizable form of baseball (for now), but it has evolved to accelerate the game, involve the fans and inspire as much drama as possible. For instance, there's a strict two-hour time limit. Batters aren't allowed to step out of the box on penalty of strike, and bunting is prohibited on penalty of ejection. If a fan catches a foul ball, that's an out. In the event of a home run, excessive celebration is mandatory.

Perhaps the most radical change of Banana Ball is that walks have been replaced with sprints. On ball four, the runner breaks into a mad dash around the bases while the defense launches into a rapid-fire game of catch. All nine fielders are required to touch the ball before they can try to tag the runner. If it's timed just right, they'll punch him out by the time he reaches second.

If you're an old-school baseball fan, this might all sound silly to you. But the Bananas and their fanbase are serious about the new take on an old sport. After the 2022 summer season, the Savannah Bananas announced they would be leaving the Coastal Plain League and exclusively playing Banana Ball from now on.

Banana Ball's breakneck pace and the players' in-game hijinks typically draw comparisons to the legacy of the Harlem Globetrotters. Indeed, just like the Globetrotters concocted the Washington Generals to be a convenient nemesis, the Bananas have created the Party Animals, who shotgun energy drinks before games, wear sleeveless jerseys, and whose logo is (of course) a frat monkey wearing a banana peel on its head like a lampshade.

©HUNTER D. CONE; ©MALCOLM TULLY; COURTESY OF SAVANNAH BANANAS

But while Globetrotters-Generals games were scripted, the Bananas-Party Animals rivalry preserves authentic athletic competition. The shenanigans are rehearsed but the game itself isn't predetermined, which only adds an unknown to the organized chaos of it all. Teams still play to win—this season, in fact, the Bananas are scheduled to play 22 games of Banana Ball against external, untested opponents.

"I am obsessed with how to bring in the competitiveness and the stakes to what we're doing," Cole says. "Banana Ball is a game for the 21st century, a game that's fast, that's highlight-driven.... [There are] big stakes for Banana Ball as we build the legitimacy of the game in addition to the Bananas show."

Of course, it's natural for the Bananas to slip on their own peels. When asked about stunts that have failed, Cole just laughs.

"I get asked that question in probably every interview," he says. "My mind doesn't work like that. I'm just so focused on the next at-bat that I don't process or think about [failure] too much, because then it will keep you from trying new things."

You can probably imagine the endings to stories about an all-day beer festival, a geriatric bagpiper halftime show, or something called "the Living Piñata." But as Barnum put it, there's no such thing as bad publicity. And as Cole says, if you're not getting criticized, you're playing it too safe.

He mentions that the Bananas' style of innovation is akin to jam bands like the Grateful Dead and Dave Matthews Band, entertainers renowned for their ability to never repeat the same performance twice. And with the team's world tour schedule (and global fanbase) expanding each year, fresh ideas are what keep the Bananas from getting overripe.

"I believe we work our idea muscle [more than] any sports and entertainment brand there is," Cole says. "Every night we bring 10 to 15 things to the field that we've never done in front of a live crowd."

He adds that remaining new is a way of life for the Bananas, which can be translated to mean, "by staying new, we're putting fans first." Every night, fans see something they've never seen before. The mission is that every fan can experience an "I-was-there-when" moment. When you cultivate a culture where nothing can be predicted except a good time, the risk of normalcy (or as Cole puts it, boredom) disappears.

The fans are eating up the new national pastime. Women call in the day they find out they're pregnant, just to enter their baby on the waitlist to be the Banana Baby. Grayson Stadium is a mecca for families around the country, who have driven 40 hours to see a single game. Even major league teams are taking notice, inviting the Bananas to grace their stadiums.

And while Cole is fanatic about the present-day fanbase, his eyes are still peeled for that billionth fan.

"We're just in the first inning." ◆

REARDON IS A WRITER, BASEBALL ENTHUSIAST AND ASPIRING DAD-BOD CHEERLEADER FOR THE SAVANNAH BANANAS.

TREAT YOURSELF

BY MEGAN EILEEN MCDONOUGH

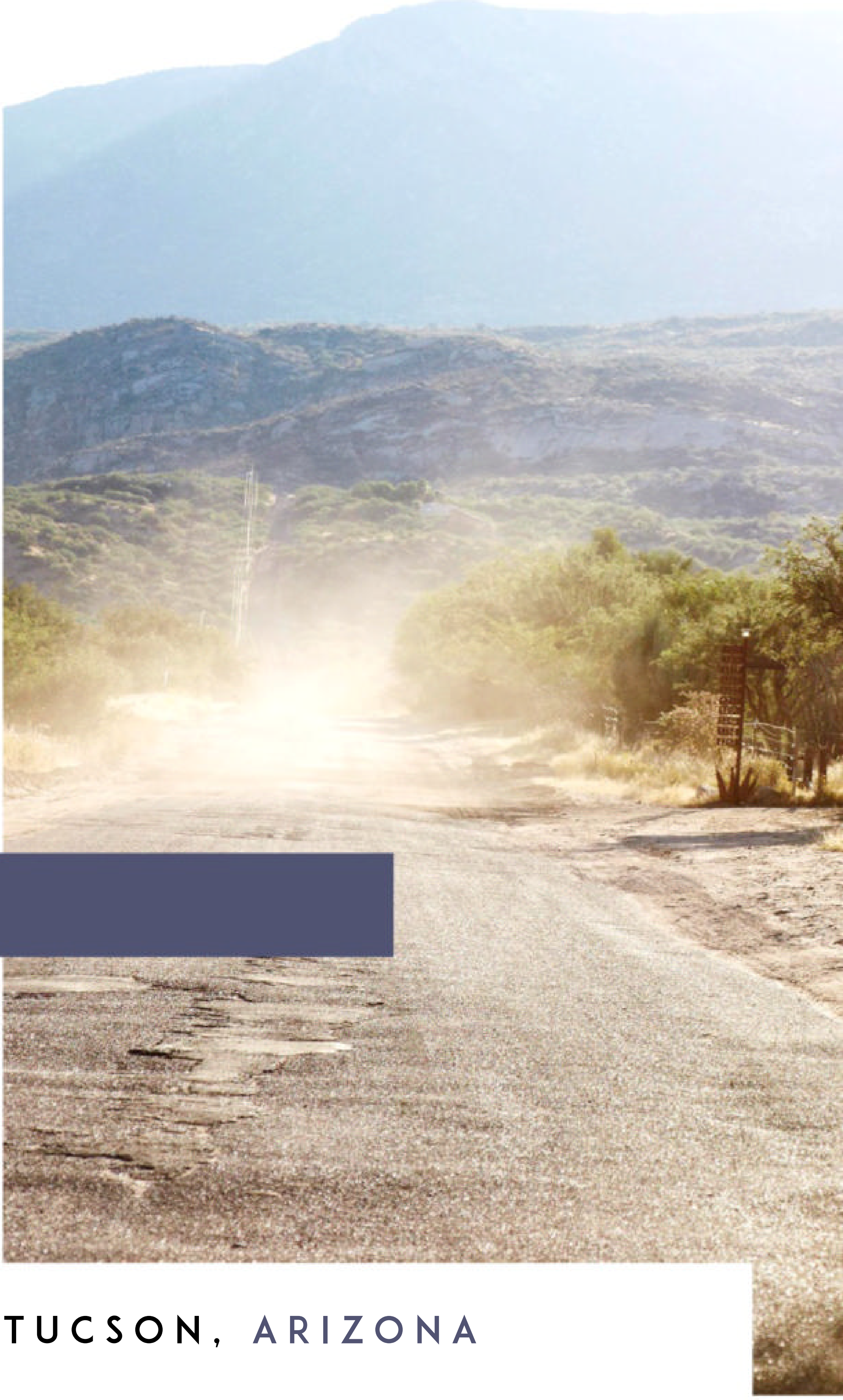
COURTESY OF MIRAVAL RESORT & SPA

SUMMER FEVER MAKING YOU ITCH TO SPEND YOUR VACATION DAYS?
KICK BACK AND EXPLORE THESE 8 REJUVENATING TRAVEL DESTINATIONS.

IF THE PAST THREE YEARS TAUGHT US ANYTHING,

it's that our mental and emotional well-being are just as important as our physical health. Although wellness-themed travel is nothing new, post-pandemic travelers might also be eager to skip secluded resorts or tourist traps (with a few exceptions, of course) and instead immerse themselves deep within a local culture to rejuvenate their social lives.

The more traditional and contemporary wellness amenities (think steam baths, argan oil and essential oils) are also available for spa-seeking travelers. So whether you are hoping to energize your lifestyle or restore your five senses, there are places to rejuvenate—and luxuriate—throughout the world.



TUCSON, ARIZONA

Wide open spaces, endless sunshine and a deep tradition of healing await in the Sonoran Desert. There's a history to the city's healing energy, and it began around 350 B.C., during the time of the Hohokam Indians who lived in the Tucson valley. It's estimated that they used more than 3,500 native plants for medicine, food and shelter. While the Hohokam people abandoned the area following a devastating flood hundreds of years later, botanists today still go to the Sonoran Desert to retrieve herbs and plants

COURTESY OF MIRAVAL RESORT & SPA

such as lavender and acacia that treat various ailments.

The famed Canyon Ranch specializes in holistic therapies that work from the inside out. Many companies come here for curated corporate wellness programs promoting work-life balance. Bringing teams together in an interactive and restorative way helps retain top talent and adds to an already healthy company culture. Team or no team, guests can always book a day pass at Canyon Ranch's award-winning spa.

Located in Tucson's Santa Catalina Mountains, guests at Miraval Resort & Spa are invited to embrace a slower pace of life. Enjoying outdoor showers and private plunge pools to Tibetan singing bowls and fire pits, it's easy to feel one with nature. An interactive and personalized equine therapy program helps unlock creativity, soothe emotions and improve communication skills. Under the guidance of an experienced equine therapist, guests can further deepen their sense of self.

IBIZA, SPAIN

While it's true that the island attracts party-hard types from around the world, Ibiza equally caters to health and healing as it does hedonism. The Balearic island is home to wellness centers that focus on blending traditional therapies with newer technologies as well as some of the Mediterranean's most indulgent spa treatments, such as 24-carat gold facials.

OKU Ibiza, a newer addition to the island, is a nature-themed hotel that's already become popular for its locally sourced cuisine and luxurious spa that offers everything from daily yoga and pilates classes to crystal facials and CBD treatments.

Agritourism and wellness go hand in hand at Atzaró Agroturismo Hotel, a leading rural hotel sprawling with manicured gardens, courtyards and farm-to-fork restaurants. Their three-hectare organic vegetable garden is as vibrant as it gets. Fruits and vegetables of every color grow amid olive and cypress tree-lined walkways leading to a rustic wood kitchen and bar.

COURTESY ATZARÓ AGROTURISMO HOTEL

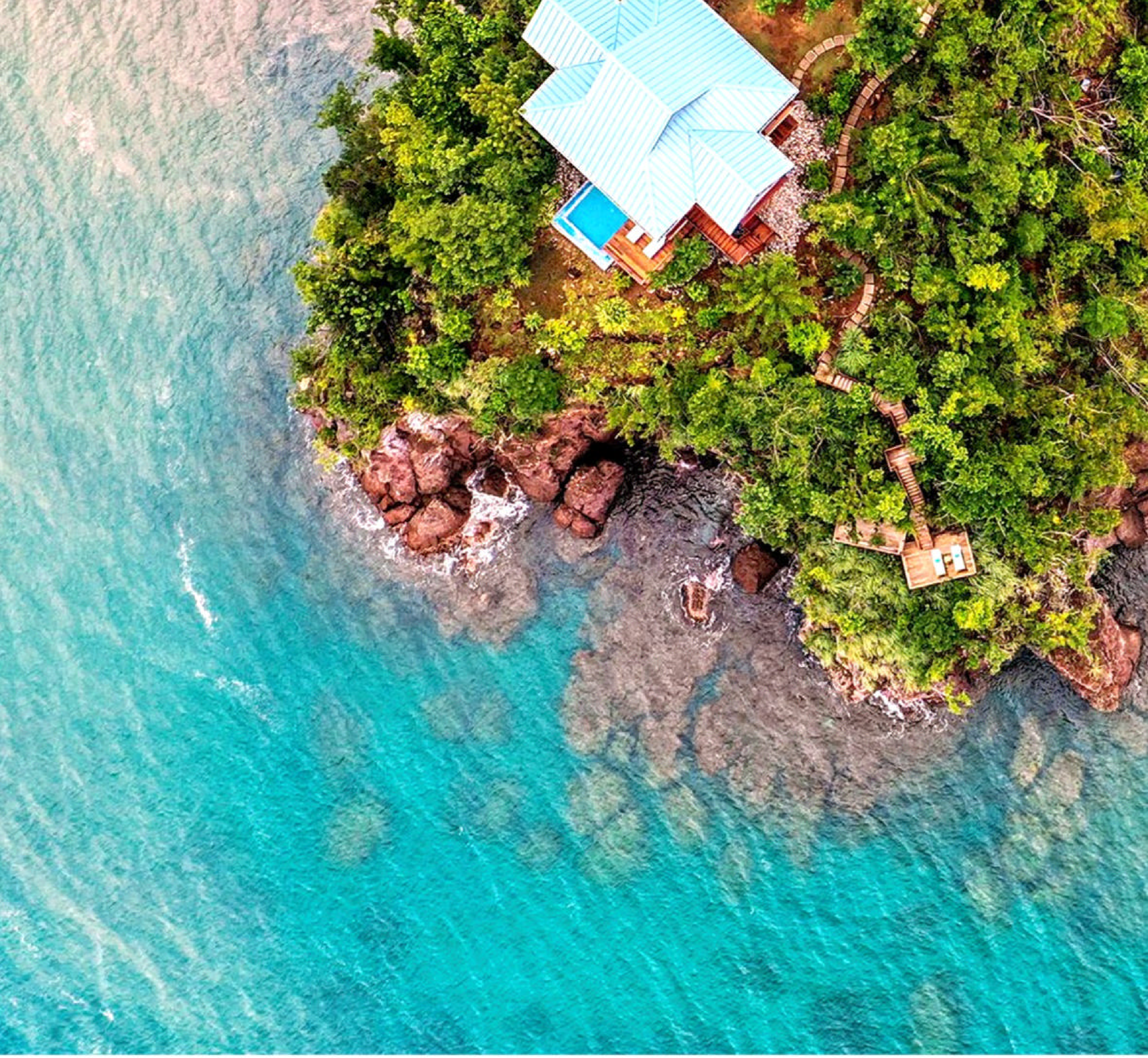
THE ALGARVE, PORTUGAL

It's hard not to fall for Portugal's dramatic Atlantic coastline, with its colorful gardens, sandy beaches and retreats specializing in everything from detoxes to anti-aging spa treatments. Surfers flock to the Algarve for its ideal surf conditions, practically empty beaches and rugged coastal hiking trails.

For the ultimate indulgence, book yourself into the EPIC SANA, a five-star beachfront resort in Albufeira, along the golden-sand beach of Praia da Falésia. The spa facilities are pretty extensive; we're talking sauna, Turkish bath, indoor heated swimming pool and even a Vichy shower. Treatments are customizable and designed to create a mind-body connection and foster emotional balance.

For a change of scenery and cooler weather, head from the mountains of the Algarve to the quiet spa village of Monchique. The water from Monchique is alkaline and rich in fluorite and bicarbonate, all of which contribute to keeping the body in tip-top shape. It can improve respiratory tract conditions such as asthma, bronchitis, allergies and sinusitis and helps with muscle tension, arthritis and other musculoskeletal disorders.

COURTESY OF SANA GROUP



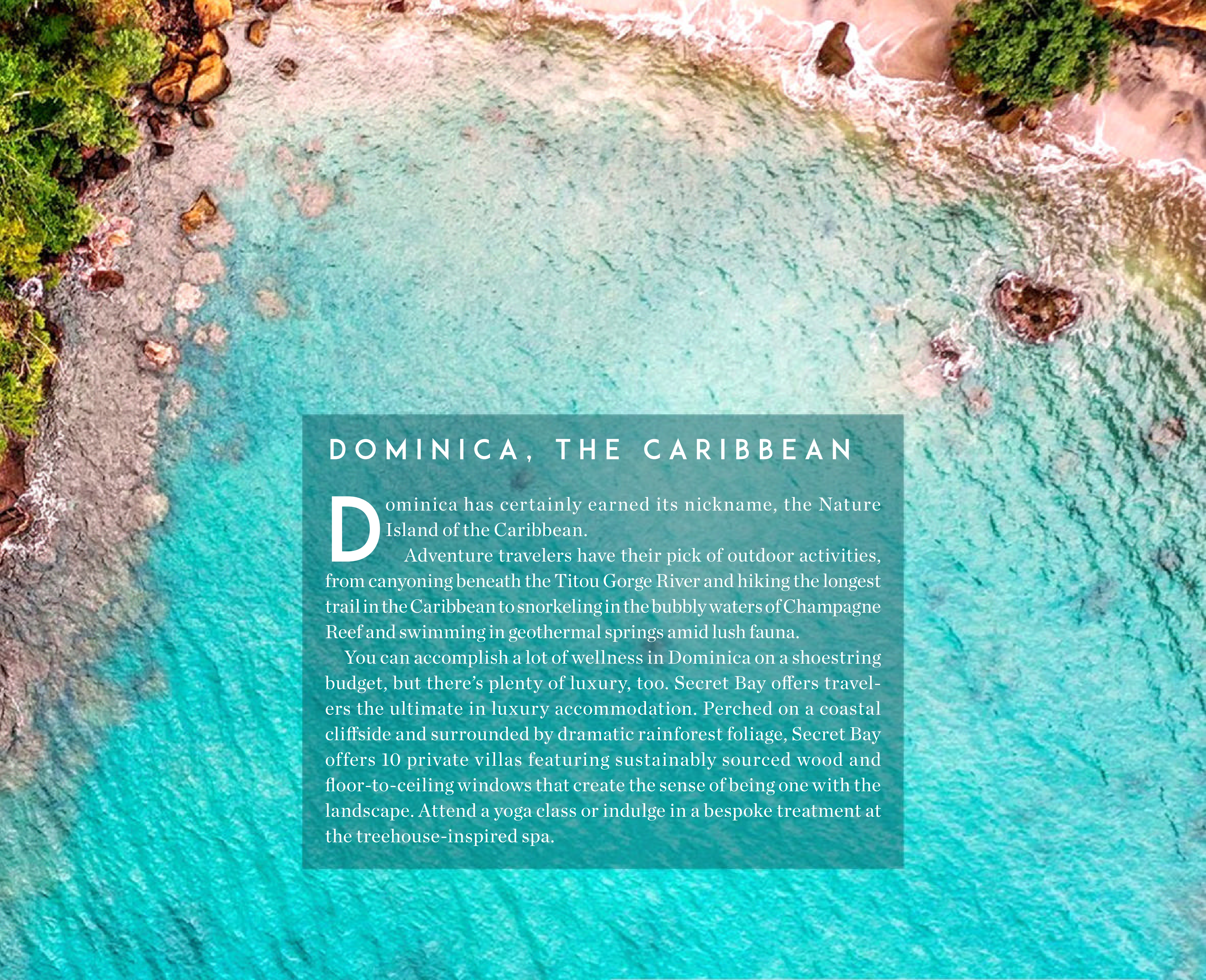
AGADIR, MOROCCO

Nestled in the foothills of the Anti-Atlas Mountains and filled with European-style cafes and modern buildings, Agadir presents a fresher face of Morocco. An average of 340 days of sunshine paired with its amazing surf in the Atlantic Ocean makes Agadir a prime destination for surf retreats and outdoor yoga and meditation.

For an authentic Moroccan experience, visit one of Agadir's traditional hammams—public steam rooms where people come together to relax, bathe and exfoliate using soaps, salts and oils. Moroccan hammams draw inspiration from the Romans of more than 2,000 years ago, and today, it's a big part of Arabic tradition. The first hammams in Morocco were located near mosques to encourage cleansing before prayer.

Steam rooms such as hammams help increase circulation, open pores, condensate away dead skin and rid the body of toxins. There's no shortage of hammam experiences in Agadir, but Argan Palace and Argan Phyto House are two of the best.

COURTESY OF SECRET BAY; PICTUREPARTNERS/ISTOCK.COM



DOMINICA, THE CARIBBEAN

Dominica has certainly earned its nickname, the Nature Island of the Caribbean.

Adventure travelers have their pick of outdoor activities, from canyoning beneath the Titou Gorge River and hiking the longest trail in the Caribbean to snorkeling in the bubbly waters of Champagne Reef and swimming in geothermal springs amid lush fauna.

You can accomplish a lot of wellness in Dominica on a shoestring budget, but there's plenty of luxury, too. Secret Bay offers travelers the ultimate in luxury accommodation. Perched on a coastal cliffside and surrounded by dramatic rainforest foliage, Secret Bay offers 10 private villas featuring sustainably sourced wood and floor-to-ceiling windows that create the sense of being one with the landscape. Attend a yoga class or indulge in a bespoke treatment at the treehouse-inspired spa.

COURTESY OF SAND VALLEY

WINTER ESCAPE

PLAN AHEAD FOR THE COLD-WEATHER SEASON

NEKOOSA, WISCONSIN

If you've never heard of Nekoosa before, you're not alone. The Wisconsin city is pretty much in the middle of nowhere, yet sometimes it's in the silence that we find our center. Built on 12,000 acres of land and surrounded by sand dunes and sky-high trees, Sand Valley is the ultimate wellness winter wonderland. It's a choose-your-own-adventure type of place—think hiking, yoga, fat-tire biking, stargazing, ice fishing and more.

While many activities will have you working up a sweat, others test your tolerance for discomfort. As part of Sand Valley's Wim Hof Residency, participants submerge themselves in the middle of a frozen lake. At first a shock to the system, cold therapy has many benefits including reducing inflammation, boosting immune systems, balancing hormones, improving sleep quality and increasing production of feel-good chemicals like endorphins.

WHITBY, CANADA

About an hour outside Toronto lies Ontario's very own spa village. Opened in October 2022, the Thermëa spa village is the ultimate healing haven, with saunas, steam rooms, hot tubs and cold plunges. A stay at Thermëa can start to feel like a trip across the globe, with soaking tubs inspired by Japanese bathtubs, Himalayan salt scrub treatments, and a Rhassoul body treatment rooted in Moorish tradition. For centuries, the Moors used Rhassoul—a type of clay only found in the Atlas Mountains of Morocco—to pull toxins and impurities from the body.

SAN MARCOS LA LAGUNA, GUATEMALA

Touted as Lake Atitlán's most spiritual village, San Marcos la Laguna can be as high-end or as hippie as you like. Considered by many to be an "energy vortex" of sorts, San Marcos draws travelers seeking a big city break to wander its winding alleys and wade in its tranquil waters.

The Kawoq Forest retreat center is rooted in Mayan tradition and enveloped on all sides by mountains, forest and the lake, allowing guests to explore both their physical surroundings and their own inner worlds. It offers a wide range of healing arts: aerial yoga, meditation, tantra, creative writing, reiki and spiritual ceremonies led by a Mayan shaman or shamaness. De-stress during their Temazcal Ceremony, a Native American sweat lodge experience, or learn about the transformative element of fire at their Mayan Fire Ceremony.

The Eagle's Nest is another go-to wellness spot with panoramic views of the lake. It began as an acroyoga space and has since grown into a creative community that hosts weekly ecstatic dances (think Burning Man but on a smaller, tamer scale), and monthly events. The crowd here trends younger, and on any given day, you're likely to meet a mix of travelers, artists and digital nomads. Guests and nonguests can sign up for weekly programming like yoga, sound healing sessions and vishuddha activation. In Sanskrit, vishuddha translates to "pure" or "purification" and refers to the fifth chakra located at the base of the neck near the throat. Associated with the color blue and calm, soothing energy, someone with a blocked throat chakra might have difficulty expressing their emotions. ◆

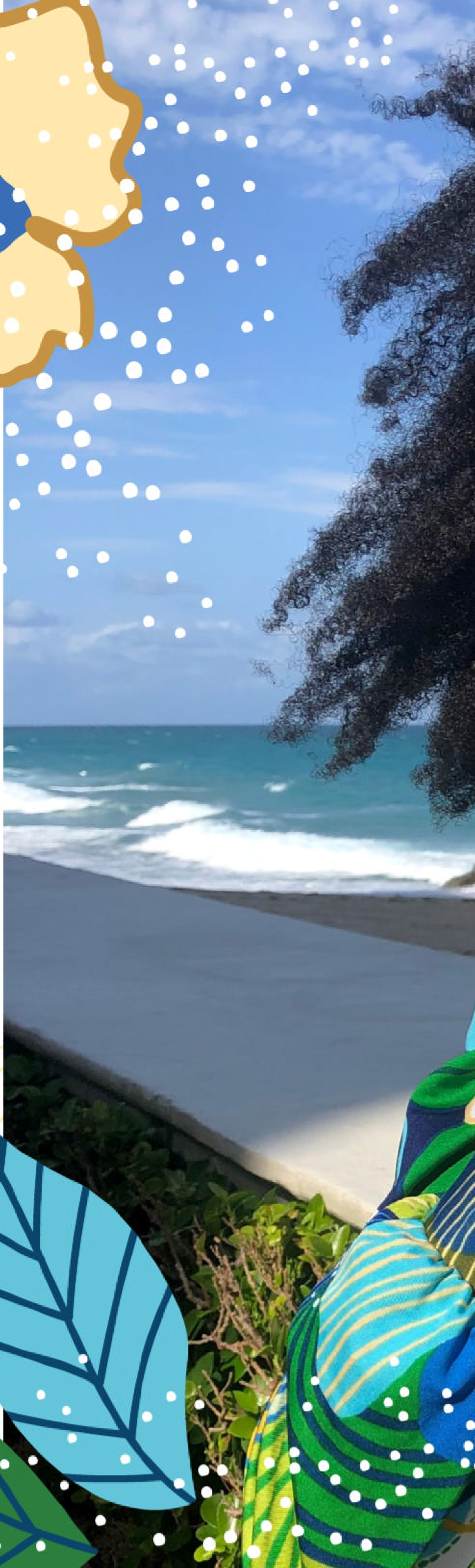
MCDONOUGH IS AN AWARD-WINNING WRITER AND PHOTOJOURNALIST WHO SPLITS HER TIME BETWEEN BARCELONA AND VIRGINIA.

COURTESY OF THERMĒA, COURTESY OF KAWOQ FOREST

MAYA PENN

HOW DID AN 8-YEAR-OLD GIRL BECOME ONE OF THE MOST SOCIALLY CONSCIOUS ENTREPRENEURS OF GENERATION Z?

BY **NAHLA DAVIES**



AS MAYA'S IDEAS BEGAN TO GAIN MORE TRACTION, PENN FOUND HER LIFE TRANSFORMING.

"I was a really nerdy kid," says Maya Penn, the entrepreneur who started her first company 15 years ago at the age of 8. "I've been obsessed with both environmental science and art for as long as I can remember."

That company is Maya's Ideas—a sustainable fashion brand Penn started by upcycling old clothing and recycled materials to make tops, hats, scarves and neck warmers. Today, Penn serves as CEO, and Maya's Ideas uses organic, recycled and vintage materials to create clothing and accessories.

The interest in fashion design came from Penn's artistic talents, but it was her love for nature that spurred her research into the fashion industry's immense environmental impact. "In 2008, eco-fashion was nowhere near a mainstream topic, so I wanted to create a better alternative," she remembers.

Maya's Ideas took off, and Penn was no longer selling to just friends and family. She leveraged the power of the internet to take the business global, selling her handmade wares on Etsy and later in her online store, which she designed and built herself.

As Maya's Ideas began to gain more traction, Penn found her life transforming. At age 11, she appeared in a 2011 *Forbes* article about grade school entrepreneurs—the first of many interviews she'd give.

In 2011 she also launched a nonprofit, Maya's Ideas 4 The Planet, through which she began donating 10–20% of her Maya's Ideas profits to charities and environmental nongovernmental organizations. (Today, her foundation supports environmental justice, mental health in regard to climate anxiety, diversity in STEM and gives back through The Pad Project to girls in Haiti, Somalia, Senegal and other countries.)

By age 13, she'd given three TED Talks; her third, at TEDWomen 2013, went viral worldwide. The same year, *Black Enterprise* named her Teenpreneur of the Year and she had her first TV appearance, on *Steve Harvey*.

ALL PHOTOS COURTESY OF MAYA PENN

HER HOPE IS TO SEE FAST FASHION REPLACED WITH ECO-FRIENDLY FASHION AND ENVIRONMENTAL EDUCATION BECOME MORE ACCESSIBLE.

Despite running organizations and racking up numerous commendations, it wasn't all work and no play—or at least, it wasn't all about Maya's Ideas. Coding on the side was one of Penn's passion projects, but not the only one. Also a talented illustrator and animator, she began creating short animated movies by age 12, before—surprise—starting her own production company, Upenndo! Productions.

At 16, Penn was commissioned to animate the opening of the first-ever digital report given to Congress, which advocated for the construction of an American museum of women's history in Washington, D.C. That same year, she won the Coretta Scott King A.N.G.E.L. Award for her social work and received a commendation from President Barack Obama for outstanding achievement in environmental stewardship. She also published her first book, *You Got This!*, with Simon & Schuster. The book inspires kids to tap into their creativity by teaching them social entrepreneurship, sustainability and giving back.

Penn says that, unlike her brand, which was founded on a sustainable mission, a lot of brands find difficulty creating fashion in a way that is more environmentally friendly. This is because most of these companies are only recently incorporating sustainable practices into their business.

"These are usually large corporations who have traditionally only had one thing as the cornerstone of their business: profit above everything, instead of focusing more on people and the planet alongside profit," says Penn, who currently consults for businesses on sustainability best practices and teaches biomimetic design.

Brands that have sustainability at their core, like Maya's Ideas, enjoy exploring new advancements or even traditional production methods that can be incorporated into a process to increase the product's ecofriendliness.

Penn attributes her passion for environmental sustainability to her parents, who raised her in an environmentally conscious home in Atlanta and have long been cheerleaders for her passions and big ideas.

As Penn looks to blend her creativity and commitment with social justice to leave a positive impact, her hope is to see fast fashion replaced with eco-friendly fashion and environmental education become more accessible.

"Environmental racism is a systemic issue. While environmental issues impact us all in some way, neighborhoods and communities of color are often impacted harder," Penn says. "Many Black, brown and Indigenous communities are more at risk of experiencing air pollution, water pollution, climate-related deaths and illnesses, and inability to recover and rebuild from extreme weather due to lack of resources. I think it's really crucial for anyone in the environmental space to understand the importance of this topic."

Through Upenndo! Productions, she plans to build character-driven projects centered around topics close to her mission, including climate anxiety and environmental justice. Her animation work can be seen in projects for Hulu, Adobe, GoDaddy and more, and she'll make her directorial debut on the upcoming animated short *Asali: Power of The Pollinators*, executive produced by Viola Davis and Julius Tennon's JuVee Productions.

What's next for Penn? Although she (and her designs) recently appeared in the January 2023 issue of *Vogue* alongside Billie Eilish and other climate activists, she's focused on other plans.

"I am excited to soon visit Ghana, as I am on the board of the incredible community-led sustainable fashion nonprofit THE REVIVAL, which is tackling secondhand clothing pollution impacting the country." ◆

DAVIES IS A WRITER WHO COVERS TECHNOLOGY, CYBERSECURITY, FINANCE AND SUSTAINABILITY.

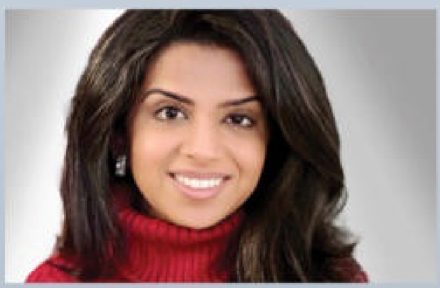
CONGRATS TO OUR FINALISTS!

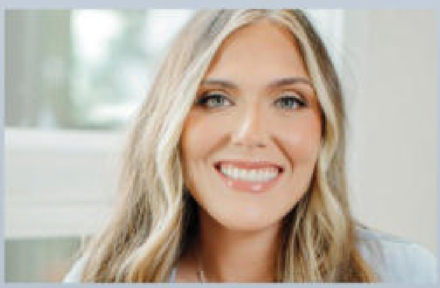
SUCCESS

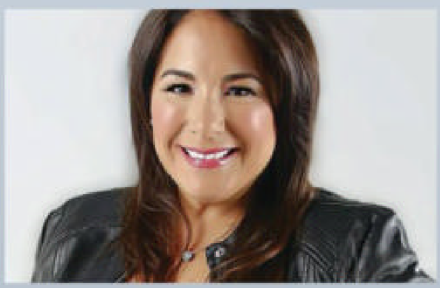
EMERGING ENTREPRENEURS

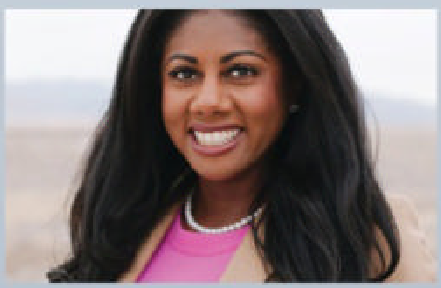
The Emerging Entrepreneur awards recognize the rising stars of the business world. They are the individuals who have poured everything into the creation of an idea posed to leave a tangible impact for generations. We honor their innovation, determination, and contributions to the world.

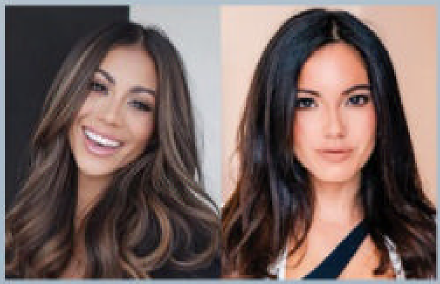
After months of consideration, our judges chose 15 finalists who exemplify what it means to be an Emerging Entrepreneur.


FARIDA ABJANI

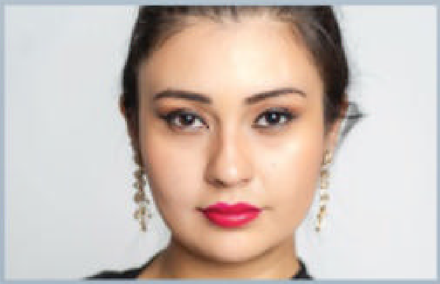

KRISTEN BUTLER


ELENA RIVERA CHEEK

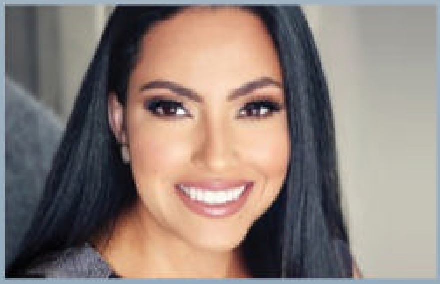

TAI CHRISTENSEN


NICOLE CRAVEN & ALEXIS SMITH

ANAIDA DETI

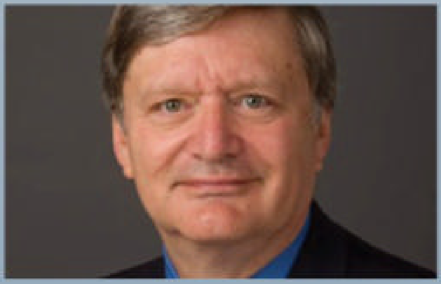

CINDY GAMA

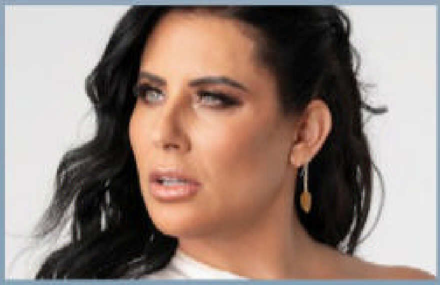
CHARLES GAUDET


ROSEMARY GERMAN

NICHOLAS ILAGAN

COREY POIRIER


TOM SHOWALTER


RHONDA SWAN

A.J. TITUS

BRIAN TOWNSEND

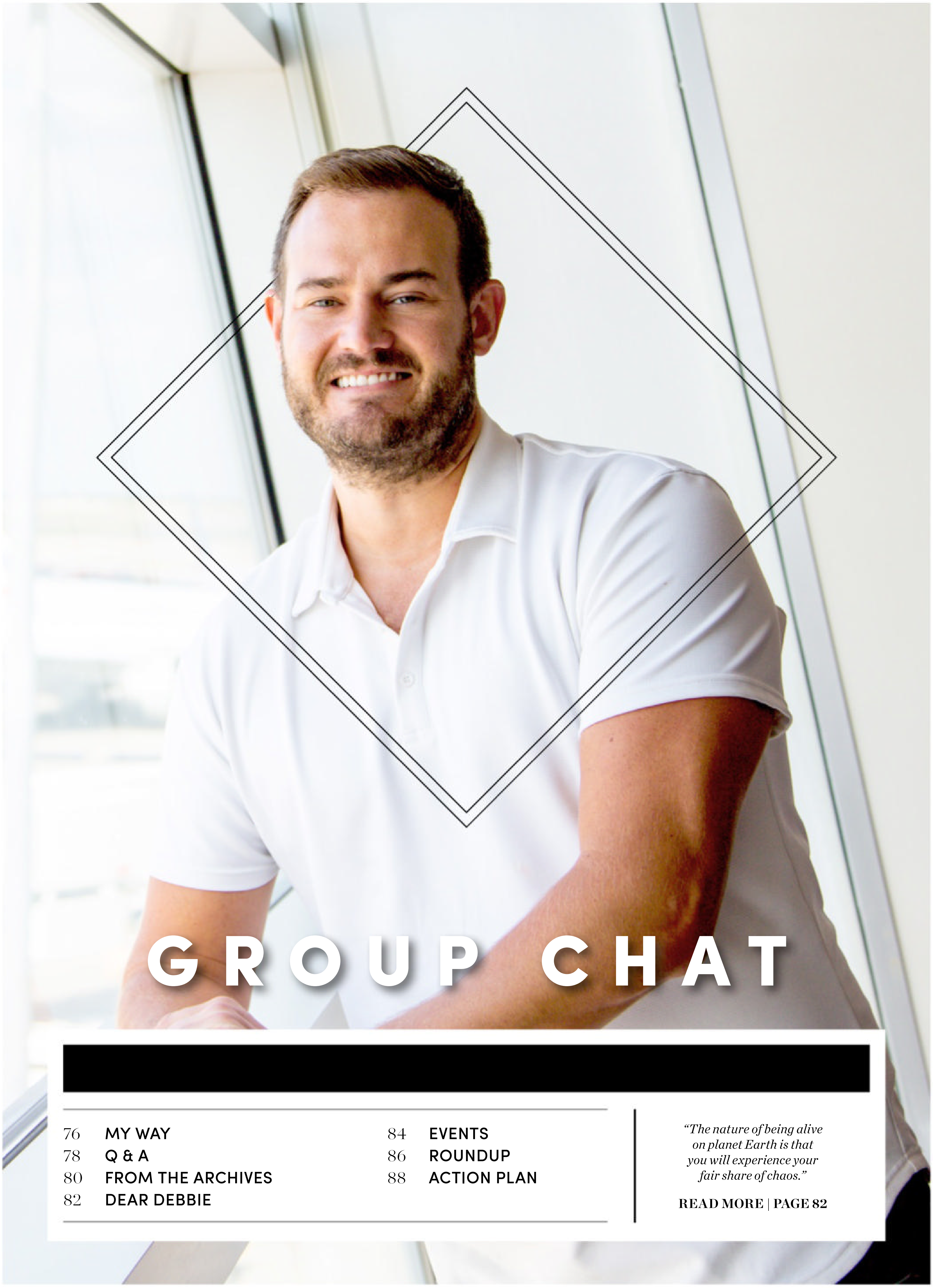
READ MORE ABOUT OUR FINALISTS

ENTREPRENEURS.SUCCESS.COM/FINALISTS

Discover the unsearchable

Discover the forest

Find a trail near you at
DiscoverTheForest.org



GROUP CHAT

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86 ROUNDUP
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> *"The nature of being alive on planet Earth is that you will experience your fair share of chaos."*

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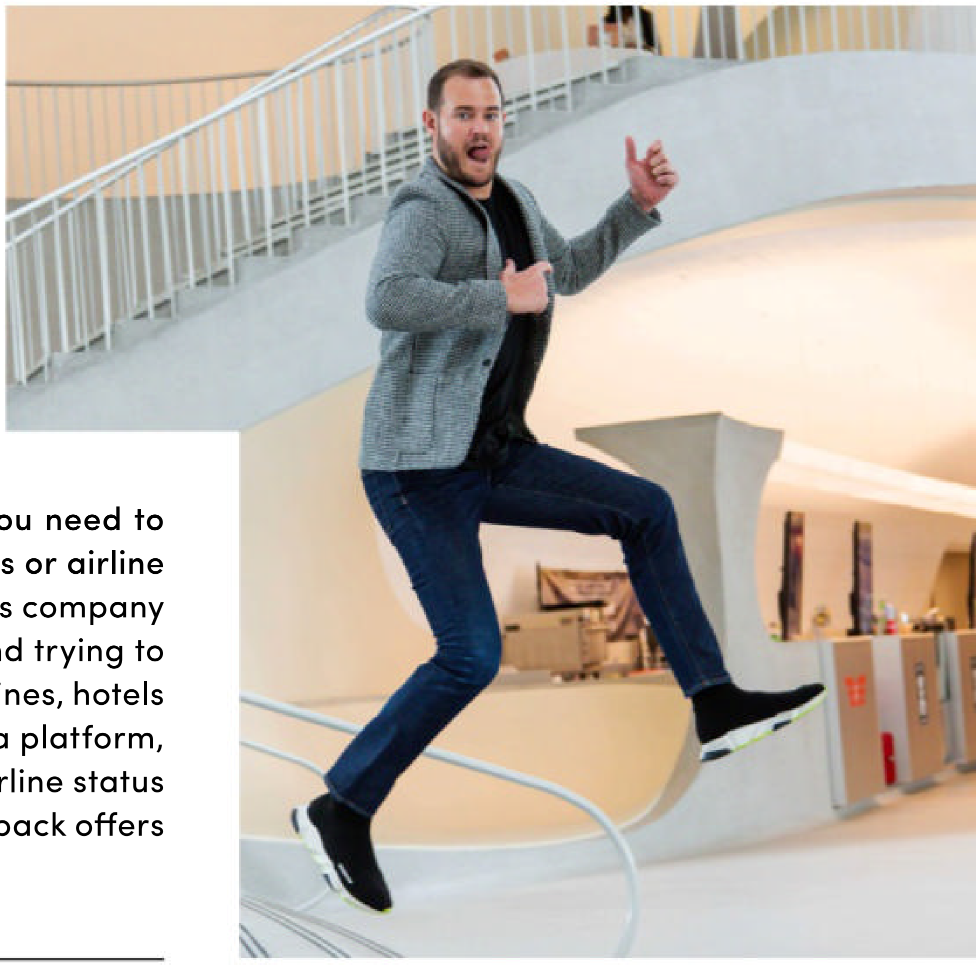
COURTESY OF BRIAN KELLY

Brian Kelly

NEW HOPE, PENNSYLVANIA



The Points Guy tells you everything you need to know about getting the most out of credit card loyalty points or airline rewards. And his name is actually Brian Kelly. He founded his company in 2010, motivated by his experiences traveling the globe and trying to maximize the vast array of reward points available from airlines, hotels and credit card companies. Now a travel and lifestyle media platform, The Points Guy covers everything from how to reach elite airline status to the best hotels for every type of traveler to the best cash-back offers for credit card holders.

ONE THING I TRY TO DO EVERY DAY IS...
spend one-on-one time with my son and take in each moment, since they grow so fast!

I DESCRIBE MY VIBE AS...
relaxed. I try not to get too stressed by things and always plan for the worst. (Like bringing snacks on airplanes for when you're delayed!)

I FEEL MOST ALIVE WHEN...
I'm at home on my farm in New Hope, Pennsylvania, riding my incredible horses.

A TRAVEL DESTINATION THAT CHANGED MY LIFE WAS...
South Africa. The country is so incredibly beautiful, from the Cape Winelands to Sabi Sands. It is a breathtaking country in so many senses.

TO AVOID DISTRACTIONS, I...
put my phone on "do not disturb." (And usually forget to turn it back on!)

I HANDLE NEGATIVITY BY...
not surrounding myself with chronically negative or toxic people. And online, I have zero issues blocking a troll who says something mean. No one deserves access to my time and energy (except my son), so if people want to be negative or bring me down for no reason, I will remove them from my sphere with no hesitation.

ONE THING THAT IS DIFFICULT FOR ME BUT I ENJOY IS...
reading. I have ADHD, so it can be challenging to get through a book, but once I get on a roll reading, I can't get enough. I love historical novels and am currently reading *The British Are Coming: The War for America, Lexington to Princeton, 1775-1777* (Volume 1 of *The Revolution Trilogy*).

WHEN I NEED A CREATIVE SPARK, I...
travel! Nothing gets me going creatively more than being exposed to new environments, people and food.

THE MOST SURPRISING THING ABOUT ME IS...
I'm actually a homebody. I can spend weeks at my farm hanging with the animals and have no urge to travel. I still love traveling, but these days, as a new father, I am far more of a homebody enjoying a routine than a jetsetter.

THE BIGGEST RISK I EVER TOOK WAS...
quitting my job at Morgan Stanley to pursue The Points Guy full time in 2011. I'm glad I did, because TPG turned into a wild success and has taken me to so many incredible places.

I WANT PEOPLE TO KNOW ME FOR...
encouraging people to travel and experience the world.

IN 10 YEARS, I HOPE TO...
have another kid and to be giving my children a global upbringing and making them well-rounded and compassionate global citizens.

I DEFINE SUCCESS AS...
being able to do what you want, when you want. ◆

COURTESY OF BRIAN KELLY

Turning Heads

THIS MISSION-BASED BUSINESS MAKES STYLISH HEADWEAR WITH PURPOSE.

BY RAE FITZGERALD

HeadPeace

Former hydrologist Lindsay Theken discovered her entrepreneurial spirit while searching for the perfect headband. "I am a headband person," she says, "and I wasn't able to find the perfect headband in the marketplace." As the founder of HeadPeace, she started to create fashionable head garments that would also fit an active lifestyle. Then she discovered Purnaa, a fair-trade ethical manufacturing company, and the mission changed. She wanted her company to help make the world a better place. That became possible through their partnership with Purnaa, which provides employment to survivors of exploitation and sex trafficking situations.

Q&A:

> “I actually worked in Alaska and flew around in helicopters and studied rivers—it was great! But [my husband] kind of planted the seed.”

HOW DID YOU REALIZE THAT YOU WANTED TO START A BUSINESS?

Lindsay: I have a background in hydrology, so I knew nothing about business. I actually worked in Alaska and flew around in helicopters and studied rivers—it was great! But [my husband] kind of planted the seed. Then, we had kids. I’ve been a stay-at-home mom with them, but once they got to be in school and I had time to myself, I wanted to do something but not go back to the traditional workplace.

DID YOU EMBARK ON ANY ENTREPRENEURIAL VENTURES BEFORE HEADPEACE?

Lindsay: No, and it was a learning process for sure. I spent a lot of time studying how to start a business on my own and also used [my husband, who went to business school] as a solid resource.

HOW DID YOU DISCOVER PURNAA AND START THAT PARTNERSHIP?

Lindsay: When I started HeadPeace, I had started looking into manufacturers, and almost all of the affordable ones were overseas in China. And I had no idea, but you hear horror stories about child labor and just the overall conditions in factories, so I kind of put the project on hold.

Then, I was sitting at my daughter’s gymnastics class one day, and there was this lady sitting next to me [who] I’d never seen before. I started talking to her, and she was like, “Oh, I live in Nepal, but I’m actually from here and love to travel. We actually just started a textile manufacturing company, and our goal is to help women coming out of slavery and trafficking situations get back on their feet.”

I’m not a religious person, but I refer to that as my divine coincidence. It was awesome because I got to know her and her husband, and we were able to sit down in the living room and talk about design. I know them, so I know what they’re doing is really amazing. They’re great people.

AND WHAT INSPIRES THE PATTERNS AND COLORS IN YOUR DESIGNS?

Lindsay: I’ve been using Facebook as a tool. Anytime I come up with fabrics and prints that I think I might like, I’ll put them out there and ask people to like their favorites. It’s a great way to just get a feel for what the best prints are. Honestly, I look for things that I like and kind of hope that people will like them. I have a wide range of prints, and I try to keep the color palette widespread as well.

WHAT’S THE BIGGEST DIFFERENCE BETWEEN ONE OF YOUR HEADBANDS AND ANOTHER BRAND?

Lindsay: The social mission is definitely a big selling point for these. They’re also super lightweight and a nice, soft material, but they’re stretchy. It almost feels like you don’t have anything on your head, and I did that on purpose because I get migraines.

When I started thinking about what kind of business I wanted to create, I picked headbands for a couple of reasons: One, they’re easy to manufacture and easy to ship, and two, I just couldn’t find the perfect one on the marketplace. You can fold these headbands and wear them like a normal headband or you can widen them up a bit. They’re versatile, so there are a lot of dudes who wear them. They’re not just a women’s product, which I love.

WITHOUT HAVING PRIOR BUSINESS EXPERIENCE, WHAT’S BEEN THE BIGGEST CHALLENGE?

Lindsay: Taking it to the next level is really difficult. I wish that I had a background in marketing. I think that’s going to be the next course I give myself. It’s really hard to make that jump from doing fine to taking it to the next level—and the fashion industry is pretty tough to break into.

HOW DO YOU STAY FOCUSED ON WHAT REALLY MATTERS TO YOU?

Lindsay: I think that as a business experiences a ton of growth, it would be easy to say, “Oh, this ethical piece or manufacturer isn’t working out—they can’t keep up with the growth. Let’s just find someone else.” And I just won’t ever do that.

To me, I’d rather not grow at a level that I can’t—or Purnaa can’t—sustain. Luckily, they can take on any order size, so it’s not going to be an issue on their end. But yeah, keeping it real, picking out my own patterns, dialing in on the fabric, keeping the quality at the level I want—that’s what’s important. Way more important than anything else. ◆

This interview has been edited for length and clarity.

FITZGERALD IS A FREELANCE WRITER WHO WANTS EVERYONE TO KNOW THAT YOU *CAN* DO THINGS WITH A POETRY DEGREE.

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FROM THE ARCHIVES

"A MINISTER'S CONFESSION"—IN THIS NUMBER
SUCCESS MAGAZINE
AUGUST 1908
THE SUCCESS COMPANY, NEW YORK
TEN CENTS A COPY ONE DOLLAR A YEAR

502 SUCCESS MAGAZINE

NEW THOUGHT NEW LIFE

BY ORISON SWETT MARDEN

New Thought, New Life

AUGUST 1908

BY **ORISON SWETT MARDEN**

A champion prizefighter says that he does not train for his contests. "The weight question," he declares, "is the least of my troubles. I can make 133 pounds with ease, and while it is not generally known to the public, I will get down to this weight by thinking about making it. I get rid of flesh by always keeping in mind that I must make the weight. I just keep telling myself that I've got to get down to the notch. The articles leave nothing for me to do but to be at weight, and I will continue to keep this in mind."

August, 1908 503

The SKYSCRAPER and the MOUNTAIN

BY ERNEST POOLE

Illustrated by ARTHUR WILLIAM BROWN

The House of the Heart—By Emery Pottle

A GREAT AWAKENING

The famous experiments of Professor W.G. Anderson of Yale University prove that the strength of muscles can be increased immensely by mental action alone, without any physical exercise whatsoever.

We hear a great deal about the power of the mind over the body. Why, the whole secret of life is wrapped up in it.... The prophet, the poet, the sage, from earliest times, have felt and recognized it.

"Be ye transformed by the renewing power of your mind," [Apostle Paul wrote in the Book of Romans]. "'Tis the mind that makes the body rich," says Shakespeare. "What we commonly call man," writes Emerson, "the eating, drinking, planting, counting man, does not, as we know him, represent himself, but misrepresents himself. Him we do not respect; but the soul, whose organ he is, would he let it appear through his action, would make our knees bend."

INSTEAD OF BEING THE VICTIMS OF FATE, WE CAN ORDER OUR FATE.

Today, even the prizefighter—the uneducated as well as the educated, the man who lives on the animal plane even as the man who lives on the spiritual plane—in fact, all sorts of people, are beginning to see that there is some tremendous force back of the flesh which they do not understand. The rapid growth of the metaphysical movement shows how actively this idea of man's hidden power is working in the minds of all classes.

MIND AND BODY BUILDING

Some of our best physicians, who only a few years ago ridiculed mental healing, are beginning to adopt the principle—so far as they know how—in their practice: especially the power of suggestion. They are finding that their patients are often more affected by mental medicine—by their calls, their encouragement and good cheer—than by their pills. They are finding, too, that the mental attitude of the patient has everything to do with the effect of the disease, that it often prove the turning point in a crisis. The result of all this mental influence is a very marked falling off in the use of drugs.... It is now well known that scores of eminent physicians employ metaphysical healing in their own families and often for themselves. Even the regular medical schools are taking up the subject of mental medicine in their lecture courses.

Hampered as this great movement still is by the errors and extravagances of overzealous followers—and also by the fraud of charlatans, who take advantage of the opportunities it offers to impose on the credulous and ignorant—there is no doubt that the basic principle of this metaphysical movement has opened up many possibilities of mind building, character building, body building and even business building, which are destined to bring untold blessings to the world.

We are beginning to see that we can renew our bodies by renewing our thoughts; change our bodies by changing our thoughts; that by holding the thought of what we wish to become, we can become what we desire. Instead of being the victims of fate, we can order our fate; we can largely determine what it shall be. Our destiny changes with our thought. We shall become what we wish to become when our habitual thought corresponds with the desire.

"Anyone may go into the business of building his own mind for an hour each day, calling up pleasant memories and ideas," [Professor Elmer Gates says]. "Let him summon feelings of benevolence and unselfishness, making this a regular exercise like swinging dumbbells. Let him gradually increase the time devoted to these physical gymnastics, until it reaches 60 or 90 minutes per diem. At the end of a month, he will find the change in himself surprising. The alteration will be apparent in his actions and thoughts. It will have registered in the cell structure of his brain." ◆

THIS EXCERPT HAS BEEN EDITED FOR LENGTH AND CLARITY.

My company is in disarray, and I'm feeling unsettled. How do I cancel the noise around me and carry on?

Peace amid the storm is something we all crave. Let me start by saying: The storms will never fully cease. The nature of being alive on planet Earth is that you will experience your fair share of chaos. This is inevitable, which makes coping vital during times of chaos and noise.

Which leads to the reader's question: How?

To start, accept that what you are experiencing is not your fault but is to be expected. None of us is immune to volatility in the world. We face chaos without and, sometimes, chaos within. We grapple with businesses, relationships, family, mental health challenges and more.

Chaos can cause untold stress, and that can have catastrophic effects. Just last week, I was at a real estate meeting, and one of the agents shared an intense personal struggle they were having with depression. You may relate, and you may feel alone. I can't say emphatically enough: You deserve awareness and attention; you have power; you are capable of navigating whatever you're facing. Tune in. Stay close to yourself.

Whatever the source of the chaos, it can affect your life. Here are some actionable practices to cancel noise, find focus and carry on.

First, gain absolute clarity about your job. Why are you there? So many people just do the job but don't have vision. I can tell you that when times get tough or uncertain, you will need to understand your purpose. Reflect on this. Write it down. Get clear about your work and your role: It will sustain you and help you prioritize what you must do each day.

Second, control what you can. The reason chaos can be so triggering is that it highlights just how little we control. Your company? Many, many stakeholders impact the direction of a company. Your team? There are always voices wanting to be heard. The economy? Nope, you can't control that.

What you can control may be a short list, but write it out: What can you reasonably control each day? This is a perspective exercise that helps you cope when a coworker has a bad attitude, your boss blows up or you read something upsetting in the news. You can't carry the weight of the world. Focus on where you can be effective.

Third, dream more. Many people see chaos as a time to exercise control (and, acutely, need the above practice). They see the world whirling, and their instinct is to dig in and do more. But I have a slightly different stance.

Dreaming, visioning, journaling, imagining: This is how to tap into your deepest desires and architect a future that is uniquely yours. It's when you clear the cobwebs and build a version of life you can work toward—something aspirational. Something that transcends the chaos of a current moment and helps you see the bigger picture.

These three practices are interconnected. They connect you to the grand work of solidifying your identity, advancing your career and even shaping your destiny.

Knowing who you are and what you are doing, knowing what you can and can't control and knowing where you are headed make you unstoppable. Invincible. It puts you in a mindset that quiets the noise without and stills the chaos within. It enables you to shake off uncertainty and build fortitude.

Let me encourage you: You are going places. Where you are right now is one leg of a lifelong journey. Don't lose focus because things are chaotic or challenging or not what you want them to be. Cling to clarity, control what you can and let your vision drive you forward into more certain, more fulfilling tomorrows. ◆

COURTESY OF DEBBIE BIERY

Debbie

Debbie Biery
SUCCESS Certified Coach
SUCCESS Ambassador

DEBBIE BIERY IS AN ENTREPRENEUR, SPEAKER AND CERTIFIED BUSINESS COACH DEDICATED TO HELPING WOMEN RECLAIM THEIR POWER, IGNITE THEIR CONFIDENCE AND STRIDE UNAPOLOGETICALLY TOWARD THEIR DREAMS.

How will you celebrate your success today? Let me know by tagging me on Instagram: @debbiebiery

“

SUCCESS®
COACHING™

won’t just 10X
your business...
it’s truly a
WHOLE LIFE
UPGRADE!

”

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eXp Realty Agent

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Make no mistake—you’ll set the goals, and you’ll do the work—but they’ll lead you to insights you’d never discover on your own and help you realize your full potential!

To put it more quantitatively... 7 months into coaching with SUCCESS, I have:

- Purchased our forever home on a large lot with a home office and plenty of outdoor space for my family.
- Become a certified mentor.
- Learned to release relationships or people with negative opinions that don’t support me, allowing room for friendships and relationships with people who are like-minded.
- Learned important skills like future pacing, meditation and time blocking.

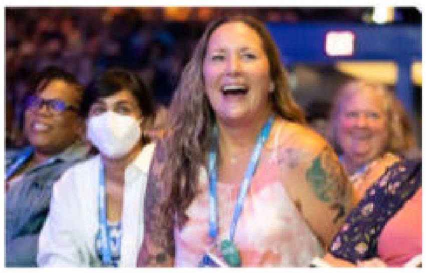
Who, What, Where

DON'T MISS THESE IN-PERSON AND VIRTUAL INDUSTRY EVENTS HAPPENING SOON.

SUMMIT AT SEA
MAY 18-21
International Waters, Port of Miami
summit.co/event/summit-at-sea

Business

CAPITAL CAMP
MAY 23-25
Columbia, Missouri
capitalcamp.com



SHRM23
JUNE 11-14
Las Vegas (and virtual)
annual.shrm.org

SMALL BUSINESS EXPO
JUNE 23
New York City
thesmallbusinessexpo.com

Creative

THE FUTURE OF EVERYTHING FESTIVAL
MAY 2-4
New York City
foefestival.wsj.com

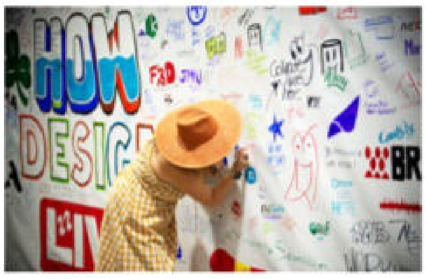
UXDX USA
MAY 16-18
New York City (and virtual)
uxdx.com

HOW DESIGN LIVE
JUNE 5-7
Nashville, Tennessee
howdesignlive.com

Marketing

GARTNER CSO AND SALES LEADER CONFERENCE
MAY 16-17
Las Vegas
gartner.com/en/conferences/na/sales-us

GARTNER MARKETING SYMPOSIUM
MAY 22-24
Denver
gartner.com/en/conferences/na/marketing-symposium-us



Tech

DUBLIN TECH SUMMIT
MAY 31-JUNE 1
Dublin
dublintechsummit.tech

COLLISION
JUNE 26-29
Toronto
collisionconf.com

THE DIGITAL TRANSFORMATION CONFERENCE
MAY 11
London
digitaltransformationconf.co.uk

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THE WORLD IS YOURS
26 ESSAYS ON LIFE AND SUCCESS
JIM ROHN
HOW TO WIN FRIENDS & INFLUENCE PEOPLE
Dale Carnegie
THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE
Stephen R. Covey
THINK & GROW RICH
BY NAPOLEON HILL
GEORGE S. CLASON
The RICHEST MAN in BABYLON

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SUMMER READING LIST!

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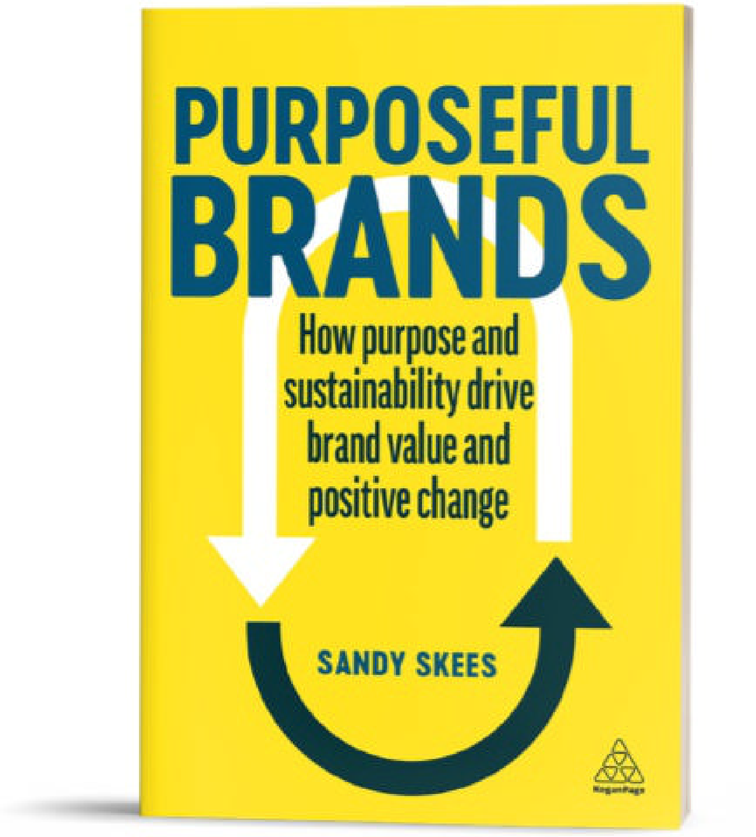
Summer Reading List

We're recommending 10 new releases for entrepreneurs and small business leaders.

BY **NIA SPRINGER-NORRIS**

Summer reading lists aren't just for school children. You might be looking for books to read on your lunch break, by the pool—or just in the air conditioning. There are a variety of exciting titles coming out this summer for small business leaders and entrepreneurs—here are some of the most promising new releases.

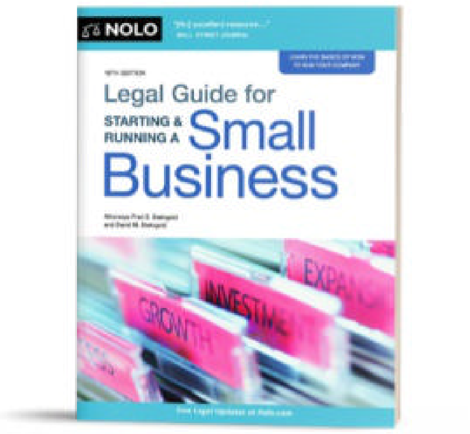

PURPOSEFUL BRANDS
How purpose and sustainability drive brand value and positive change
SANDY SKEES

PURPOSEFUL BRANDS

HOW PURPOSE AND SUSTAINABILITY DRIVE BRAND VALUE AND POSITIVE CHANGE

By: Sandy Skees
Publisher: Kogan Page
Publish Date: April 25

According to management and strategic communications consultant Sandy Skees, businesses are more likely to succeed when they clearly communicate their values and purpose. *Purposeful Brands* offers advice to help organizations contribute to an equitable world and find a competitive edge.


NOLO
Legal Guide for Starting & Running a Small Business

LEGAL GUIDE FOR STARTING & RUNNING A SMALL BUSINESS (18TH ED.)

By: Fred S. Steingold and David M. Steingold
Publisher: Nolo
Publish Date: April 25

This new edition, updated to reflect recent changes to the law, now includes some best practices for how to run your business and handle legal issues relating to insurance, employees and more.

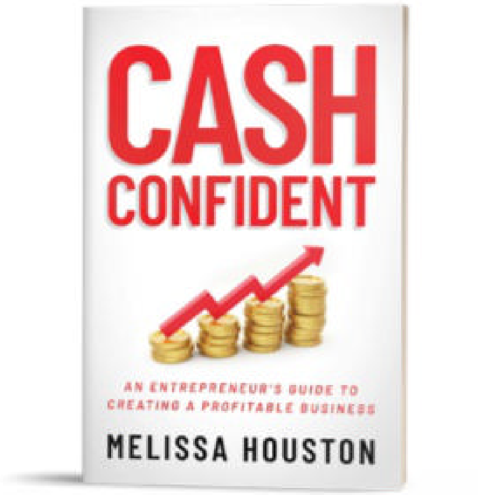
ISIS WOODS
PAID EQUATION
SKYROCKET YOUR BUSINESS WITH SOCIAL MEDIA

THE P.A.I.D. EQUATION

SKYROCKET YOUR BUSINESS WITH SOCIAL MEDIA

By: Isis Woods
Publisher: FIU Business Press
Publish date: May 9

Burnt-out kindergarten teacher turned brand and business coach Isis Woods breaks down strategies for branding, audience personalization and engaging social media.

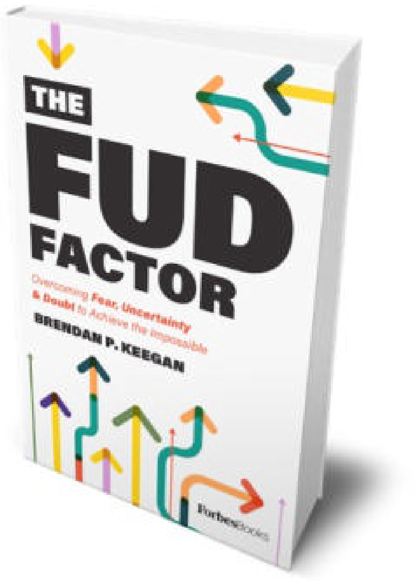

CASH CONFIDENT
AN ENTREPRENEUR'S GUIDE TO CREATING A PROFITABLE BUSINESS
MELISSA HOUSTON

CASH CONFIDENT

AN ENTREPRENEUR'S GUIDE TO CREATING A PROFITABLE BUSINESS

By: Melissa Houston
Publisher: Post Hill Press
Publish Date: May 16

If anyone will get real with you in business, it's your accountant. And that's what CPA Melissa Houston aims to do in this no-nonsense guide for entrepreneurs. This book offers quick and easy steps to learn the basics of money management, avoid financial pitfalls and beat imposter syndrome.

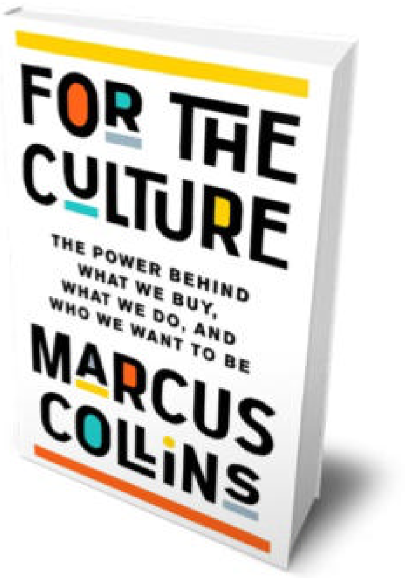

THE
FUD
FACTOR
Overcoming Fear, Uncertainty & Doubt to Achieve the Impossible
BRENDAN P. KEEGAN
ForbesBooks

THE FUD FACTOR

OVERCOMING FEAR, UNCERTAINTY & DOUBT TO ACHIEVE THE IMPOSSIBLE

By: Brendan P. Keegan
Publisher: Forbes Books
Publish Date: April 18

If it's not clear from the title, FUD stands for fear, uncertainty and doubt—three things that haunt many of us. Brendan P. Keegan, president and CEO of Merchants Fleet, has some advice for business leaders to overcome the internal struggles that hold them back.

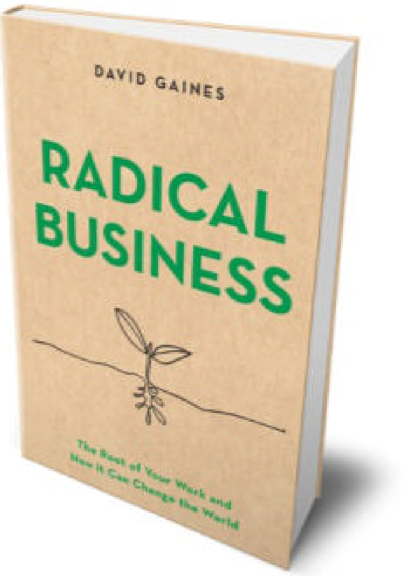

FOR THE CULTURE
THE POWER BEHIND WHAT WE BUY, WHAT WE DO, AND WHO WE WANT TO BE
MARCUS COLLINS

FOR THE CULTURE

THE POWER BEHIND WHAT WE BUY, WHAT WE DO, AND WHO WE WANT TO BE

By: Marcus Collins
Publisher: PublicAffairs
Publish Date: May 2

Academic and marketer Marcus Collins has a few things to say. Collins, who was once in charge of Beyonce's digital strategy, uses personal examples from his own career to teach leaders how culture influences behavior and contributes to community.

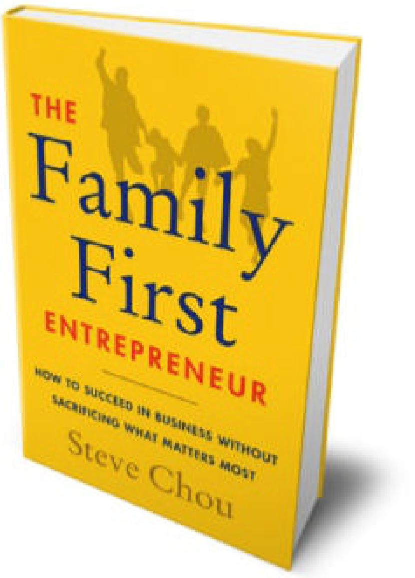

DAVID GAINES
RADICAL BUSINESS
The Root of Your Work and How It Can Change the World

RADICAL BUSINESS

THE ROOT OF YOUR WORK AND HOW IT CAN CHANGE THE WORLD

By: David Gaines
Publisher: The Collective Book Studio
Publish Date: May 16

Sometimes you can effect positive change in the world *and* turn a profit. David Gaines, CEO and chief visionary for La Terza Artisan Coffee Roasterie, outlines his strategy to do just that in *Radical Business*, which is about doing what good businesses do best: meet needs, solve problems and provide value.

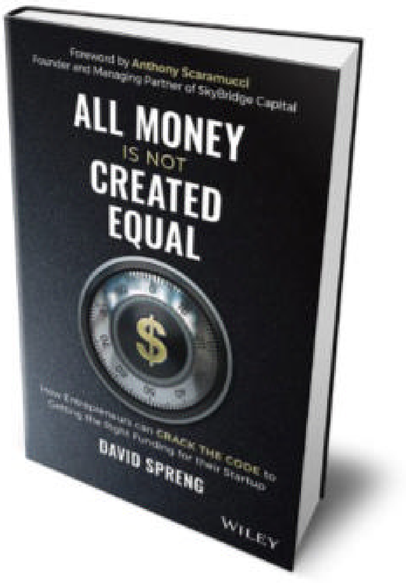

THE
Family
First
ENTREPRENEUR
HOW TO SUCCEED IN BUSINESS WITHOUT SACRIFICING WHAT MATTERS MOST
Steve Chou

THE FAMILY-FIRST ENTREPRENEUR

HOW TO SUCCEED IN BUSINESS WITHOUT SACRIFICING WHAT MATTERS MOST

By: Steve Chou
Publisher: Harper Business
Publish Date: May 16

Entrepreneurs often start with the goal of having enough money to comfortably enjoy time with their families. What often happens is another story of getting sucked into work 24/7. In *Family First*, Steve Chou guides other entrepreneurs who want to succeed without sacrificing the moments that matter.

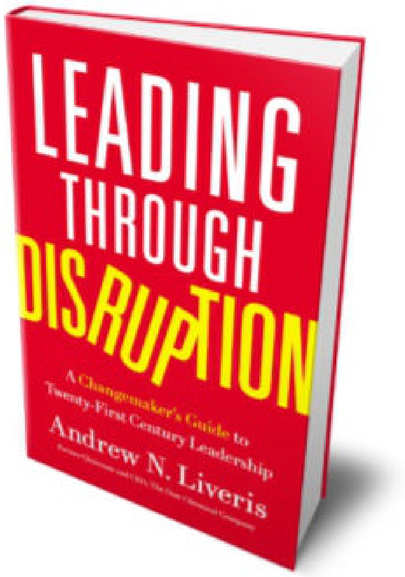

Foreword by Anthony Scaramucci
Founder and Managing Partner of SkyBridge Capital
ALL MONEY IS NOT CREATED EQUAL
How Entrepreneurs Can CRACK THE CODE to Getting the Right Funding for their Startup
DAVID SPRENG
WILEY

ALL MONEY IS NOT CREATED EQUAL

HOW ENTREPRENEURS CAN CRACK THE CODE TO GETTING THE RIGHT FUNDING FOR THEIR STARTUP

By: David A. Spreng and Patricia M. O'Connell
Publisher: Wiley
Publish Date: July 5

For new entrepreneurs, navigating financing can be confusing and overwhelming—and it can be easy to find yourself owning only a small piece of your own dream. This guide from Silicon Valley veteran David A. Spreng shares best practices for entrepreneurs to gain funding while maintaining ownership of the business they created.


LEADING THROUGH DISRUPTION
A Changemaker's Guide to Twenty-First Century Leadership
Andrew N. Liveris

LEADING THROUGH DISRUPTION

A CHANGEMAKER'S GUIDE TO TWENTY-FIRST CENTURY LEADERSHIP

By: Andrew N. Liveris
Publisher: HarperCollins Leadership
Publish Date: June 13

Andrew N. Liveris, former chairman and CEO of the Dow Chemical Company, shares his words of wisdom for modern business leaders who want to create a more equitable and sustainable future. ◆

SPRINGER-NORRIS IS A WRITER AND NONPROFIT LEADER WHOSE DESK HAS BEEN OVERTAKEN BY BOOKS.

Action Plan

1

SEEK COMMUNITY

While it might seem easier to go after success on your own, it eventually becomes very lonely without anyone to share the journey with—something high-performance business coach Jairek Robbins knows well.

PAGE 40

2

EAT ICE CREAM

Discover how entrepreneur Hap Cameron found one purpose in life, and then another, and get inspired to start the search for your own mission. Or, at the very least, learn where to get your next New Zealand-style ice cream cone.

PAGE 34

3

SCROLL FOR INSPIRATION

The people you like and follow on social media can be an invaluable influence, motivating and inspiring you to change your life. Start by checking out these 25 influencers, from Instagram superstars to up-and-coming thought leaders.

PAGE 46

4

START JOURNALING

Journaling provides a host of benefits for your mental and physical health, but it can take time to find the method that works best for you. Explore nine journaling techniques from author Shari Leid to kick-start your habit.

PAGE 18

5

LEARN TO COOK

Cooking your own meals can have a range of benefits, including spending less money and knowing exactly what you're eating, but it can also present a range of complications. Learn about SideChef and how it helps folks find their way around the kitchen.

PAGE 12

6

MAKE AN IMPACT

Maya Penn was 8 years old when she launched a sustainable fashion brand. Learn how this Gen Z entrepreneur continues to build a better future 15 years later—and how you might make your own social impact.

PAGE 68

7

EXERCISE YOUR MIND

Your mind is connected to your body—so why do we so often focus on just one, rather than caring for and utilizing them both? Discover the importance of exercising your mind to improve the trajectory of your life.

PAGE 80

8

GET FOCUSED

Avoiding distractions in the workplace can be difficult, but learning to do so will be a game-changer for your productivity. Learn how to get in the zone with different methods and tips from five experts who have mastered the art of focus.

PAGE 20

9

PLAN A VACATION

Explore eight luxurious and wellness-themed travel destinations, from the sparkling waters of the Caribbean to a thermal spa village in Canada to public baths in Morocco.

PAGE 58

10

TRY NEW THINGS

Finding a specialty and sticking to it is often touted as the best way to further your career. But what if we cultivated wider-ranging skill sets and areas of expertise instead? The generalist route offers its own benefits.

PAGE 26

SUCCESS
TIKTOK IS HERE; IS YOUR BRAND READY?
SHAQ
THE OFF-COURT PIVOT: "I'M NOT FAMOUS. I'M JUST A GUY."

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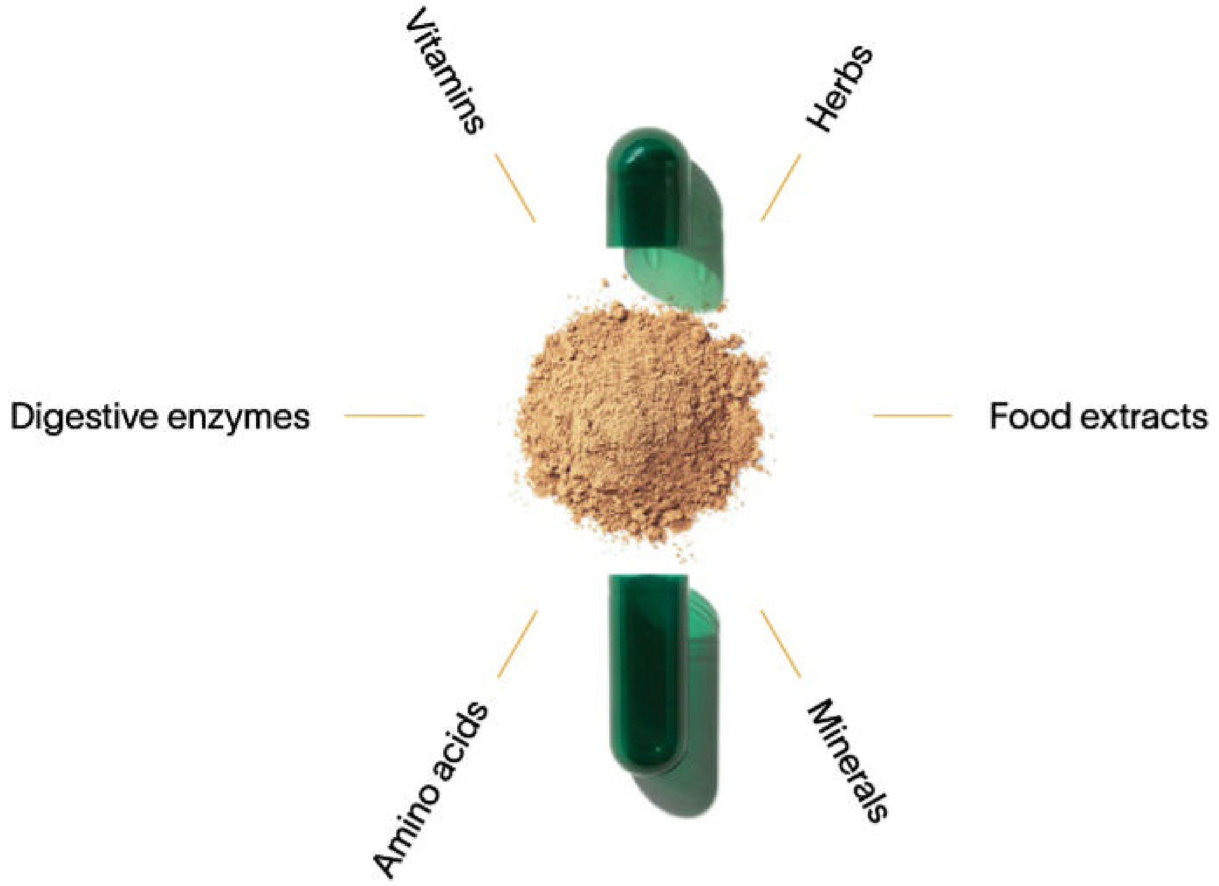

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